



School of Entrepreneurship  
Oklahoma State University  
Imagine > Believe > Create



*"Empowering Students, Transforming the  
Campus, Engaging the Community"*

2012 FINALIST  
National Model Undergraduate  
Entrepreneurship Program

United States Association  
for Small Business and  
Entrepreneurship (USASBE)

## **Executive Summary**

**Oklahoma State University**  
**School of Entrepreneurship & and Riata Center for Entrepreneurship**

**nominee for the**

**2012 USASBE**  
**Excellence in Entrepreneurship Education Awards**

**in the**

**National Model Undergraduate Program Category**



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## UNDERGRADUATE ENTREPRENEURSHIP OKLAHOMA STATE UNIVERSITY

### IV. Primary Objectives:

The Entrepreneurship Program at Oklahoma State University is built on two core precepts: “every student an entrepreneur” and “total entrepreneurial immersion.” The overarching objective is to help every student at OSU recognize their innate entrepreneurial potential and act on that potential. Further, we believe that students should ‘live, eat and sleep’ entrepreneurship. The program is packed with experiential opportunities for students to immerse themselves inside and outside the classroom from freshman year through graduation and beyond. We seek to develop within students an understanding of entrepreneurship as a philosophy for life. The program theme, IMAGINE > BELIEVE > CREATE, reflects a focus on a student’s ability to dream big dreams, believe in themselves and their ideas, and take personal responsibility for implementing these ideas. Students are challenged to extend entrepreneurial thinking to all facets of their lives.

Our program is further predicated on the belief that entrepreneurship has a role in every discipline, and exciting outcomes derive from the connections and collisions that occur through inter-disciplinary linkages. By establishing the first School of Entrepreneurship at a major research institution, both aims are being accomplished, and an intellectual home is provided for entrepreneurship. Our core faculty members are dedicated to developing the theoretical foundations and advancing the intellectual boundaries of entrepreneurship. At the same time, the School is a welcome home for faculty and students whose primary training and work is in other disciplines. The School serves as an innovation hub for anyone with entrepreneurial interests related to teaching, research, or engagement.

The entrepreneurial spirit at OSU embraces every student on the campus. Students do not need a desire to start a business to pursue our programs or courses. While emphasis is placed on creating innovative for-profit and non-profit ventures, students learn to apply their entrepreneurial potential to family firms, established companies, public sector organizations, and, most importantly, within any discipline or professional field (e.g., an entrepreneurial artist, farmer, engineer or architect).

Specific program objectives include the following:

- Touch every student on the campus with a message of entrepreneurship as a life philosophy;
- Produce graduates who are known for their entrepreneurial ways of thinking and acting;
- Provide thought leadership to scholars and practitioners through an active agenda of quality research;
- Meaningfully impact entrepreneurial development and growth in the State of Oklahoma;
- Be the flagship program in the Spears School of Business and on the OSU campus as a function of innovative teaching, top quality research, and high impact outreach;
- Serve as a model program in the entrepreneurship discipline, helping to foster the ongoing entrepreneurial revolution on campuses across the nation by example and with our assistance;

Importantly, the curriculum, experiential learning opportunity, outreach efforts, and our assessment program are built around **twelve entrepreneurial competencies** (see **Exhibit II**). Thus, our metric for success is the extent to which students improve or demonstrate enhanced abilities in terms of:

- |  |   |  |
|--|---|--|
| <i>a) Recognizing opportunity</i>      | <i>e) Mastering creativity</i>          | <i>i) Mitigating &amp; managing risk</i> |
| <i>b) Assessing opportunity</i>        | <i>f) Conveying a compelling vision</i> | <i>j) Focus &amp; adaptability</i>       |
| <i>c) Planning when nothing exists</i> | <i>g) Leveraging resources</i>          | <i>k) Implementing something new</i>     |
| <i>d) Innovating</i>                   | <i>h) Guerrilla skills</i>              | <i>l) Building/ managing networks</i>    |

### V. Principal Customers, Stakeholders and Supporters:

The success of the EEE Program is built around a number of key stakeholders. These include:

➤ **Students.** The undergraduate program currently includes 1420 students enrolled in entrepreneurship courses during the academic year, together with 85 declared majors in entrepreneurship, and 55 minors. Over half of these students come from outside the business school.

- **Entrepreneurship Faculty.** 29 faculty members are involved in the undergraduate entrepreneurship program. This includes 11 full-time faculty members in the School of Entrepreneurship, a top notch team of 6 adjuncts with substantive entrepreneurial experience, and involvement of 16 faculty members from disciplines across the campus (see **Exhibit XIV**).
- **Members of the Entrepreneurial Community** (entrepreneurs, VC's, angels, legal & accounting firms, economic development agencies, non-profits that foster start-ups, and others, SCORE, SBA and SBDC officials, etc.). Our annual goal is to meaningfully involve 200 entrepreneurs in the OSU Entrepreneurship Program. Interested individuals complete an online survey indicating in which of twelve areas they would like to be involved. This enables us to have teams of entrepreneurship who mentor students, serve as entrepreneurs-in-residence, act as judges for our business plan and elevator pitch competitions, guest lecture, teach courses, provide internships, serve as consulting clients for student teams, act as case studies, and debate in the 'Dilemmas & Debates' course, among other engagement opportunities.
- **Alumni.** The Spears School of Business was established in 1904. An extensive network of alumni exists who support the entrepreneurship program financially, as mentors, with jobs, internships and regular feedback for students. Many of the 200+ entrepreneurs who get involved annually are alumni.
- **Employers.** Oklahoma employers provide 20 internships and 18 consulting projects annually.
- **Local/Regional Community.** We work hard to be meaningfully engaged in start-up activity in our community through training programs, consulting projects, conferences, mentoring and other vehicles.

## **VI. Program History and Description of Comprehensive Program Model:**

Entrepreneurship at OSU has evolved through three developmental stages. An initial course in entrepreneurship was launched in 1978. A second stage came in the 1990s, driven by alumni, the Business Advisory Council, some faculty, and student demand. An entrepreneurship faculty member was hired, and 4 additional entrepreneurship courses were added over the next 10 years. A Department of Management 'Option in Entrepreneurship' was created in 2002, with 2 full-time faculty members and some adjunct faculty supporting the Option. The third stage centered on the creation of the Department of Entrepreneurship in 2008, which was upgraded to one of the first-ever Schools of Entrepreneurship in 2009. Eighteen additional undergraduate entrepreneurship courses were added. With the creation of a formal academic unit, the courses were given an EEE prefix. The option gave way to an undergraduate major and minor in entrepreneurship (the latter with options for business and non-business students) in 2008. An MBA concentration in Entrepreneurship was established in 2008, and then a Master's in Entrepreneurship (M.S.E.) and Ph.D. program were added in 2009. The Riata Center for Entrepreneurship was endowed in 2008. It launched an aggressive portfolio of outreach programs including the Cowboy Bootcamps for Entrepreneurs, Disabled Veterans Program and Women Entrepreneurs INSPIRE Symposium. In addition, OSU began hosting the Experiential Classroom, an annual clinic for faculty on best practices in the teaching of entrepreneurship. The Creativity, Innovation and Entrepreneurship Learning Community was launched, and the Cowboy Hatchery (student incubator) were created in 2009. Over the past three years, key elements of university-wide entrepreneurship have been implemented, including the Riata Faculty Fellows Program, the CIE Scholars Program, the Creativity Institute, and formal linkages of entrepreneurship with 17 disciplines across the campus including the Arts, Architecture, Engineering, the Sciences, Medicine and Health Sciences, Geology, Agriculture, Accounting, Apparel/Fashion, Media & Communications, Psychology, Landscape Architecture, Hospitality Management, Military Science, Veterinary Medicine, Education, and Athletics (see **Exhibit V**).

The program today is organized around an integrated model consisting of seven key components: *a dynamic curriculum, cross-campus connections, substantive experiential learning, innovative outreach, research that matters, sustainable infrastructure, and national leadership*. Our unique structure for delivering these elements can be found in **Exhibit I**.

The curriculum supports our Major and Minor in EEE (see **Exhibit III, IV**). Curriculum is a moving target, subject to continued experimentation. Twenty-four courses constitute the current undergraduate curriculum:

**EEE 1010: The Creative You**

**EEE 4263: Corporate Entrepreneurship**

**EEE 3020: Business Plan Laboratory**

**EEE 4483: Entrepreneurship and New Technologies**

**EEE 3023: Entrepreneurial Thinking & Behavior (Intro)**

**EEE 4603: Entrep. Empowerment in South Africa**



EEE 3033: Women & Minority Entrepreneurship	EEE 4513: Strategic Entrepreneurial Management
EEE 3263: Entrepreneurial Marketing	EEE 4610: Entrepreneurship Practicum
EEE 3403: Social Entrepreneurship	EEE 4653: Venture Capital
EEE 3513: Growing Small and Family Ventures	ECON 3010: Economics of Entrep. & Innovation
EEE 3663: Imagination	LSB 3010: Business Law and Entrepreneurship
EEE 3123: Entrepreneurship and the Arts	MKT 4873: New Product Development
EEE 4000: Entrepreneurship and Design	MKT 4500: Creative Marketing for Small Firms
EEE 4010: Special Topics in Entrepreneurship	EEE 4113: Dilemmas & Debates
DHM 4453: Entrep. & Prod. Dev. for Apparel/Interiors	EEE 4823: Green Entrepreneurship

Syllabi for each course can be found on our website (<http://entrepreneurship.okstate.edu>). The curriculum was designed around a 2-dimensional framework, with a distinction made between the ‘contexts’ for entrepreneurial behavior and ‘facilitators’ of entrepreneurship. The former includes content dealing with differing contexts (i.e., start-up, growing small businesses, family firms, larger organizations), while the latter includes coursework on facilitating entrepreneurial competencies (listed above).

The undergraduate EEE program is designed to provide students with a total immersion in entrepreneurship, with ongoing interactions with students from before their first semester as a freshman through each of their 4 years and after they graduate. A cornerstone of this immersion is our commitment to experiential learning (see **Exhibit VI**). Students are expected to build a portfolio of entrepreneurial experiences over their four years by conducting feasibility studies, developing business models, writing business plans, performing ‘entrepreneurial audits’ of firms, developing product prototypes, creating ‘marketing inventions’, completing small business consulting engagements, participating in social entrepreneurship projects, and interviewing entrepreneurs, among others. Immersion is further fostered through two student business incubators, the **Cowboy Idea Hatchery** and the **New Venture Lab**, as well as the **Entrepreneurship (or E) Club**, the **Riata Entrepreneurial Internship Program**, the **Riata Business Plan Competition**, participation in national business plan competitions, and the **Entrepreneur in Residence Program**. A major opportunity for immersion is found in the **Creativity, Innovation and Entrepreneurship (CIE) Learning Community**, which includes a dormitory on campus devoted to entrepreneurship. The key to the CIE dormitory is creative programming that includes ideation ‘jam’ sessions, speakers, movie nights with entrepreneurial themes, mentoring sessions, innovation challenges, and a social entrepreneurship project (see **Exhibit VII, VIII, IX**).

As a land grant university, a core value of our program is the idea that great entrepreneurship programs are rooted in the entrepreneurial community. As such, innovative outreach programs are another program cornerstone. They provide another opportunity for student involvement and exposure to entrepreneurs. Key outreach efforts include (see also **Exhibits X, XI, XII, XIII**):

-East Central High School Magnet Program	-Women Entrepreneurs (WE) INSPIRE Conference
-Cowboy Entrepreneurs Bootcamps	-Entrepreneurship and Empowerment in South Africa
-Disabled Veterans Entrepreneurship Program	-Technology Entrepreneurship Initiative
-Global Entrepreneurship Week	-Native American Entrepreneurship Academy

Another core program principle is the value we place on entrepreneurship research (see **Exhibit C**). We believe that research should inform both the classroom and entrepreneurial practice. Tenure track faculty members are engaged in substantive academic research, including publication of 46 peer-reviewed journal articles and 7 books over the past three years. The program was recently rate #10 in the world for entrepreneurship research productivity. The **Entrepreneurship Summer Research Grants** provide \$15,000 in support to faculty and students from a wide array of disciplines.

Experience suggests that entrepreneurship programs often grow or decline based on one faculty member or dean. As such, we have worked to ensure the entrepreneurship is institutionalized at OSU for the long term. This is reflected in our emphasis on a sustainable infrastructure. Key infrastructure elements include a) a formal School of Entrepreneurship with 11 full-time faculty exclusively focused on entrepreneurship (see **Exhibit I**), b) the Riata Center for Entrepreneurship, c) five full-time staff members and 15 graduate assistants, d) endowment of multiple facets of the program and 7 chaired positions; e) the major, minor,

Master's in Entrepreneurship, MBA concentration and Ph.D. program; and f) the retrofitted dorm space; g) the Advisory Board; and h) strong marketing collateral, an exciting Web site, and regular marketing efforts.

The final program component is a commitment to providing national leadership based on a philosophy of sharing. Now in its 13<sup>th</sup> year, our **Experiential Classroom** (see **Exhibit XII**) is a highly successful faculty development initiative attracting 80 faculty delegates from around the world each September, and brings master teachers together to share best practices. Also, each year we consult to at least five other universities to help develop their programs. Further, all our syllabi and program materials are publically available.

## **VII. Innovative and Unique Aspects of the Program:**

The Entrepreneurship Program at OSU has twelve distinguishing characteristics:

1. A competency-based approach where 12 competencies drive the curriculum structure and delivery as well as related experiential learning activities. An assessment rubric is tied to these competencies.
2. A high impact structure involving two parallel units: a) a formal academic School of Entrepreneurship to manage curriculum, research and academic matters; and b) the Riata Center for Entrepreneurship, responsible for all outreach programs at the campus, community, regional, national and international levels. As an academic department, we can hire and grant tenure to faculty, award faculty status to entrepreneurial individuals from across the campus, and control our curriculum.
3. A major and minor in entrepreneurship supported by an 22-course undergraduate curriculum that is innovative, comprehensive, interdisciplinary, complements a student's other studies, and reflects the range of contexts in which a student is likely to find herself upon graduation. Delivered in a creative style from an outstanding faculty team, each course has unique experiential learning components.
4. A leading edge approach to cross-campus entrepreneurship built around three approaches to content integration, a portfolio of experiential learning opportunities, the Riata Faculty Fellows, the CIE Scholars, a mix of interdisciplinary initiatives, and a set of technology commercialization projects.
5. The Cowboy Idea Hatchery: An incubator where undergraduates start ventures and receive mentoring from successful entrepreneurship and entrepreneurship faculty members.
6. Riata Faculty Fellows Program: Faculty from around the campus can apply to be Riata Fellows, where they are jointly appointed to the School of Entrepreneurship for 2-3 years and work on a course, research project or outreach initiative linking their discipline to entrepreneurship.
7. Entrepreneurship Empowerment in South Africa: Each Summer, 3 faculty members and 25 students work with historically disadvantaged entrepreneurs in townships in South Africa for 6 weeks.
8. A 'portfolio approach' with strong emphasis on experiential learning. The curriculum is crafted to include experiential opportunities in each course, and produce an experiential student portfolio.
9. The Creativity, Innovation and Entrepreneurship (CIE) Living & Learning Community, a dormitory dedicated to entrepreneurial thinking. We have a state-of-the-art facility and expose the students to an exciting and challenging programming regimen that is very hands-on.
10. High impact outreach programs that engage students and make a difference: on our campus (e.g., Riata Business Plan Competition), in the State of Oklahoma (e.g., Women Entrepreneurs Inspire Conference, Cowboy Entrepreneurs Bootcamp), across our country (Disabled Veterans Entrepreneurship Program (VEP), and in our profession (e.g., Experiential Classroom).
11. A highly individualized program. Students apply and complete a self-analysis inventory. Each student is eligible for a mentor. Entrepreneurial immersion occurs through a model of interaction applied throughout the undergraduate experience. Exit interviews are conducted at program completion.
12. An academic environment that exudes the entrepreneurial spirit in a manner that is infectious for students, faculty, staff, and external stakeholders.

## **VIII. Sustainability, Support and Funding Model:**

We believe a key to long-term sustainability is our impact on the university catalog and the creation of permanent infrastructure. For this reason, we have focused on creating permanent entrepreneurship courses, creating an academic department, and launching a major, minor and certificate program. Program sustainability is also tied to a balanced, four-pronged financial strategy. *First*, private contributions of over

\$35 million, principally from alumni, have been responsible for endowing the School of Entrepreneurship, establishing seven entrepreneurship chairs and three professorships, creating the Riata Business Plan Competition, and underwriting the Creativity, Innovation and Entrepreneurship Learning Community. In addition, about \$175,000 in annual private contributions provide operating monies for EEE program operations. These funds help pay for the outreach programs of the Riata Entrepreneurship Center, student travel, and related activities. The *second* source of support has been an aggressive grants program. Grants have been received to support technology commercialization, the disabled veterans program, and other specific initiatives. Our *third* source of funding is profits from fees and sponsorships associated with outreach programs such as Women Entrepreneurs INSPIRE and the Cowboy Bootcamps. The *fourth* financing source has been the University itself based on course enrollment. The Spears School provides funding for 2 faculty lines in entrepreneurship, 5 adjunct faculty members, and 6 fully funded assistantships. Also important is our team of volunteers, including the many entrepreneurs actively involved in the program.

### **IX. Program Benefits, Impacts and Outcomes:**

For Students: enhanced professional potential, with students encouraged to develop a lifelong orientation that emphasizes our 12 entrepreneurial competencies, and challenged to build their experience portfolios;

For the Community: a) technologies are being commercialized and new businesses being started based on our program, while growth and development of existing ventures are fostered. These firms create jobs, innovate, purchase goods & services, and produce related social benefits.

For Established Companies: we produce future employees who are well prepared for the challenges of leading rather than following customers, contributing to the continuous revitalization of their companies, and competing in an environment of ongoing innovation and high levels of environmental turbulence;

For Spears School of Business and OSU: a) exposing students to leading edge knowledge from a cross-disciplinary perspective; b) furthering of OSU's image as a premier undergraduate institution; c) enhanced ability to recruit outstanding students to the university as a function of a world class program;

For Program Faculty and Faculty within the Discipline Nationwide: a) development of their knowledge base, professional skills, and research output; b) a sense of enrichment from significantly touching and re-directing the lives of talented young men and women; c) shared insights on teaching and program development.

Performance goals are set in 22 areas, with success measures employed to ascertain whether objectives are met and determine areas for improvement. We have designed and continue to experiment with an assessment model centering on our twelve competencies, with associated metrics. In addition, evaluations are conducted for each course. Exit interviews and reviews of student portfolios are conducted as students graduate. Focus groups of students who pursue the program are conducted annually to identify problems, opportunities, and gaps. Also, a panel of entrepreneurs is organized bi-annually to audit the program. Regular feedback is received from the Entrepreneurship Advisory Board and Student Advisory Group. Metrics are maintained and compared to goals for such variables as numbers of students in courses, mentoring relationships created, ventures entering and graduating from the Hatchery, internships sponsored, consulting clients served, women and minority-owned ventures served, and business plans screened, among others. Specific financial goals are monitored, including alumni contributions, outreach revenues, and dollars from grants. All EEE students are assessed with the Hermann Brain Dominance Instrument. Further, we monitor program graduates annually in terms of ventures started, growth in existing firms, new innovations, and related metrics.

### **X. Transferability:**

Both our overall approach and many individual elements of our program are being replicated on a number of other university campuses (see **Exhibit XVI**). Chief among these are our curriculum model, our approach to experiential learning, and a number of our specific student engagement (e.g., our incubator model) and outreach (e.g., our disabled veterans and women's INSPIRE programs). We support replication through visits to five campuses each year to help them develop programs, via our open website, and through our Experiential Classroom, where each year we share best practices in our program with faculty from around the county, many of whom have implemented versions of what we do. Finally, our Entrepreneurship Empowerment in South Africa program has been extended to three other universities.

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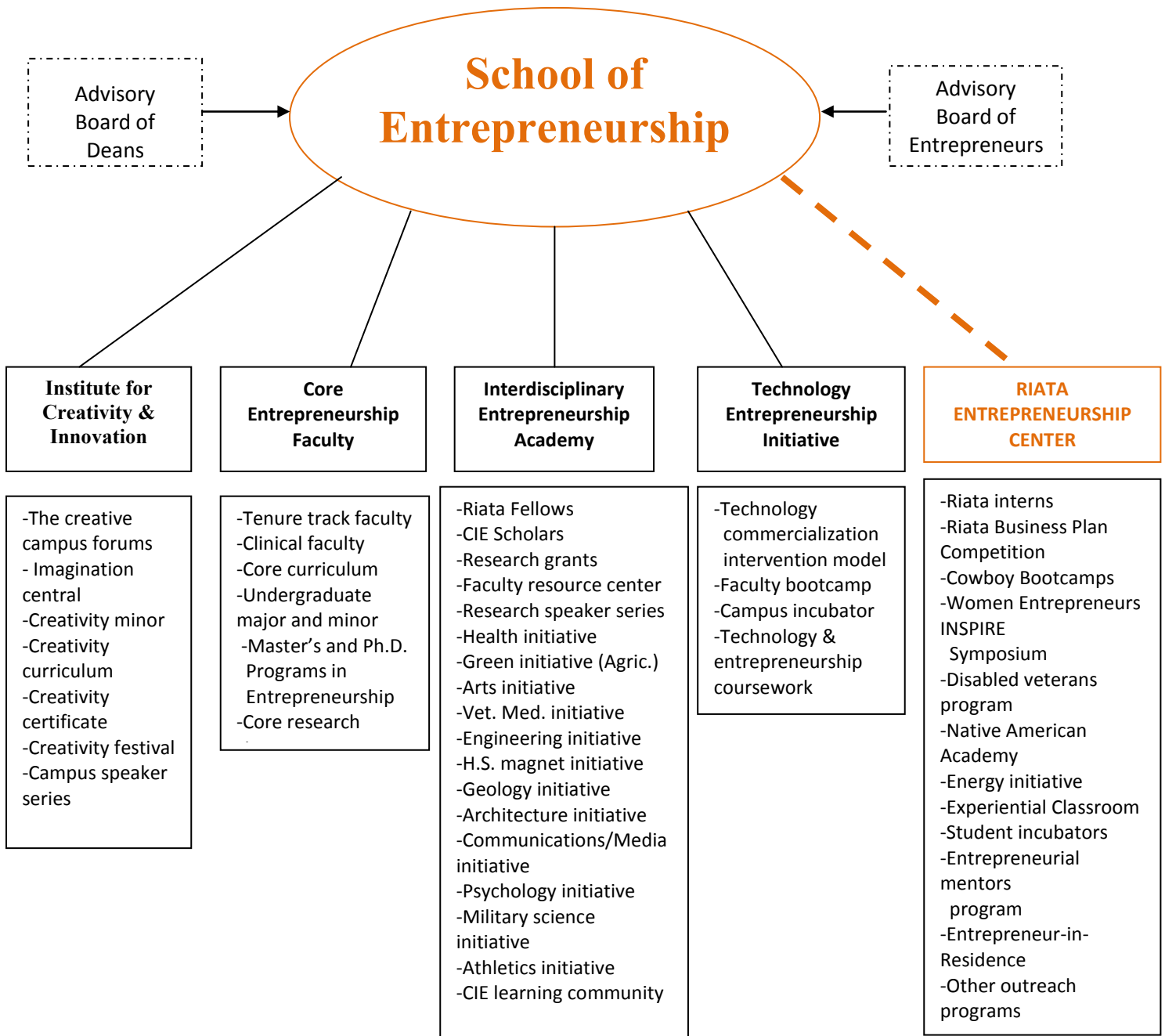
### **USASBE National Model Entrepreneurship Program Nomination**

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## Exhibit I: Program Structure, Model and Core Philosophy

### A Unique Program Structure: Ensuring Sustainability

Our program is organized around a unique structure that includes the School of Entrepreneurship, addressing academic issues, and the Riata Center for Entrepreneurship, addressing outreach and engagement issues. The School of Entrepreneurship includes four critical interacting components, as illustrated below:



The *School of Entrepreneurship* is headed by Dr. Michael Morris. The *Core Entrepreneurship Faculty* includes a team of six tenure track and five clinical professors together with six adjuncts with substantive entrepreneurial experience. These individuals are responsible for the undergraduate major and minor as well as the Master's, MBA Concentration and Ph.D. program, oversee and deliver the core curriculum, assist with the cross-campus curriculum, conduct the mainstream research in entrepreneurship, and advise students. The *Interdisciplinary Entrepreneurship Academy*, led by Dr. Rubin Pillay, oversees the university-wide entrepreneurship program, coordinates the Riata Faculty Fellows (there are seven fellows at present), and encourages cross-disciplinary collaborations related to entrepreneurship. The *Creativity and Innovation Institute*, headed by Dr. Melanie Page, encourages and supports creativity across the campus, including in the classroom, in scholarly activity, and in the way the university is run. The *Technology Entrepreneurship Initiative*, coordinated by Col. Kevin Kriner (USAF, ret.), uses the resources of the Entrepreneurship Program in helping successfully commercialize interesting technologies being developed by scientists and engineers on the OSU campus. Six technologies are adopted each academic year.

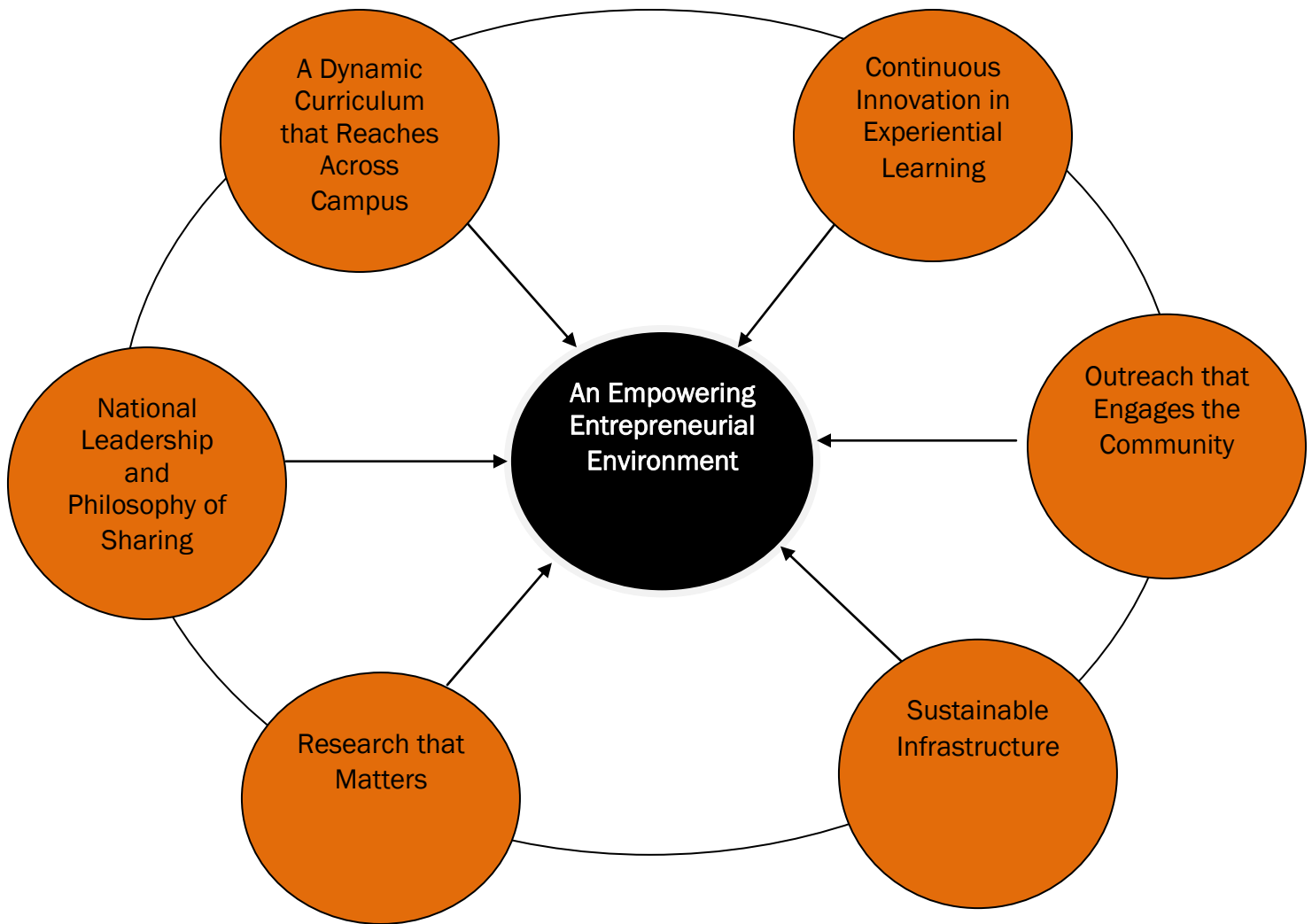
The *Riata Entrepreneurship Center*, directed by Ms. Nola Miyasaki, coordinates all outreach efforts. These efforts represent a portfolio that is organized into campus-based engagement, community-based engagement, national engagement and international engagement. At the campus level, outreach efforts include the Cowboy Hatchery (student incubator), the Riata Business Plan Competition (\$40,000 in prizes), the Riata Entrepreneurial Internship Program, the Creativity, Innovation and Entrepreneurship Dormitory and the Riata Entrepreneurial Mentoring Program. At the community/regional level, programs include the Cowboy Entrepreneurs Bootcamps, the Women Entrepreneurs INSPIRE Symposium, and the Native American Entrepreneurship Academy. National programs include the Disabled Veterans Entrepreneurship Program, the Experiential Classroom and the Cowboy Entrepreneurs Network. Internationally-focused programs include the Entrepreneurship Empowerment in South Africa Program and the Dynamic Entrepreneurship Classroom in Russia.

### **The Program Model: Enabling Continuous Innovation**

The central purpose of the program in entrepreneurship at Oklahoma State University is to foster a culture of entrepreneurial thinking and acting across the OSU campus and throughout the State of Oklahoma. Accordingly, we are committed to the principle of 'every student an entrepreneur', where we seek to help all 23,500 students on campus recognize and act upon their innate entrepreneurial potential. Further, as a major land grant research university, we believe that Oklahoma State University must serve as a critical force for economic and social advancement within the community. To accomplish such outcomes, we approach ongoing development of the program strategically by employing an overall program model built around six vital elements.

This model is presented below:



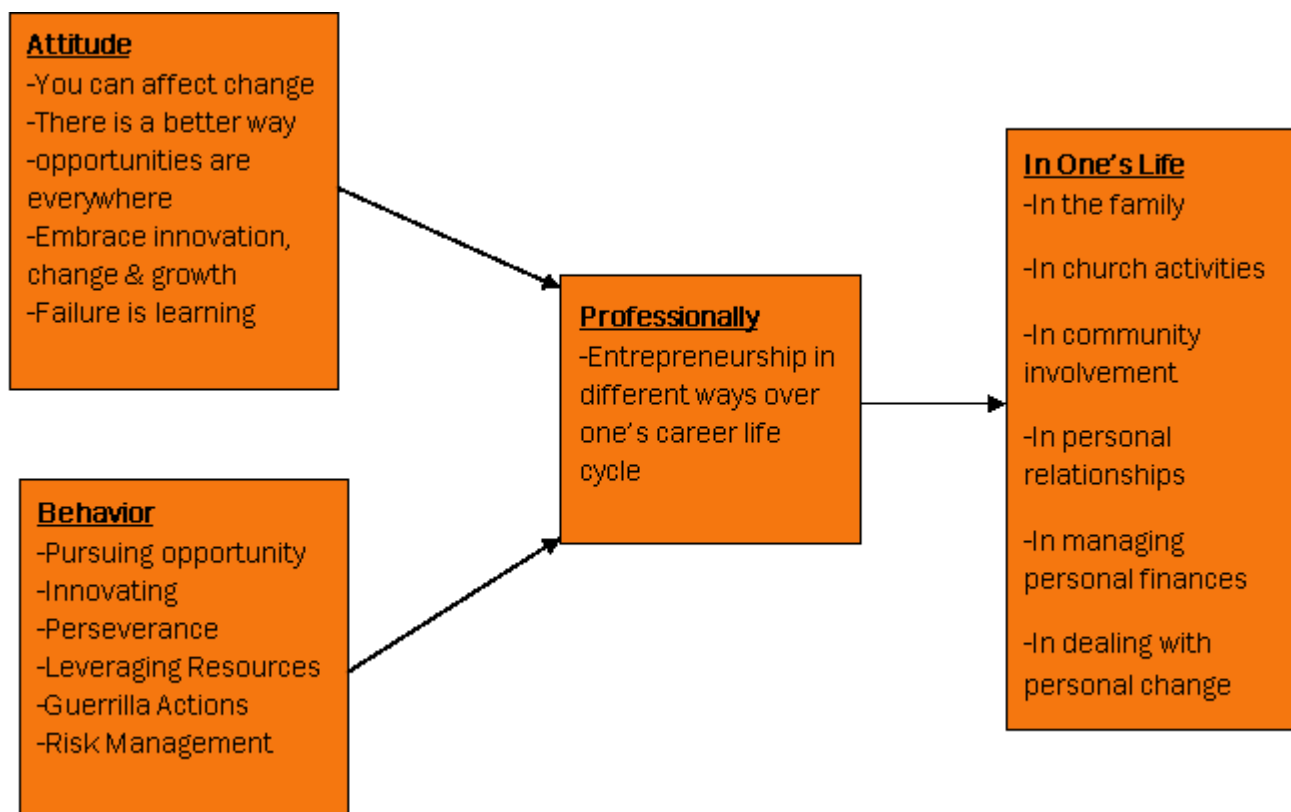


In essence, core content is delivered through a curriculum that we view as a moving target, and that includes both the core curriculum and the emerging cross-campus or interdisciplinary curriculum. The content is reinforced and applied through an aggressive emphasis on novel experiential learning methods and approaches. Both the curriculum and experiential learning are predicated on our unique competency-based model. Further, both the curriculum and experiential learning are complemented by a portfolio of high impact outreach or community engagement initiatives. Moreover, many of these outreach efforts produce the experiential learning opportunities and are tied back into the curriculum. It is this **three-way set of connections** between curriculum, outreach and experiential learning that lies at the heart of our approach. At the same time, thought leadership through high quality research is vital both for informing entrepreneurial practice and ensuring our faculty and students are kept abreast of the latest developments in the discipline. As we continually experiment and innovate, we openly share our approaches and outcomes with other universities and various entrepreneurial support organizations.

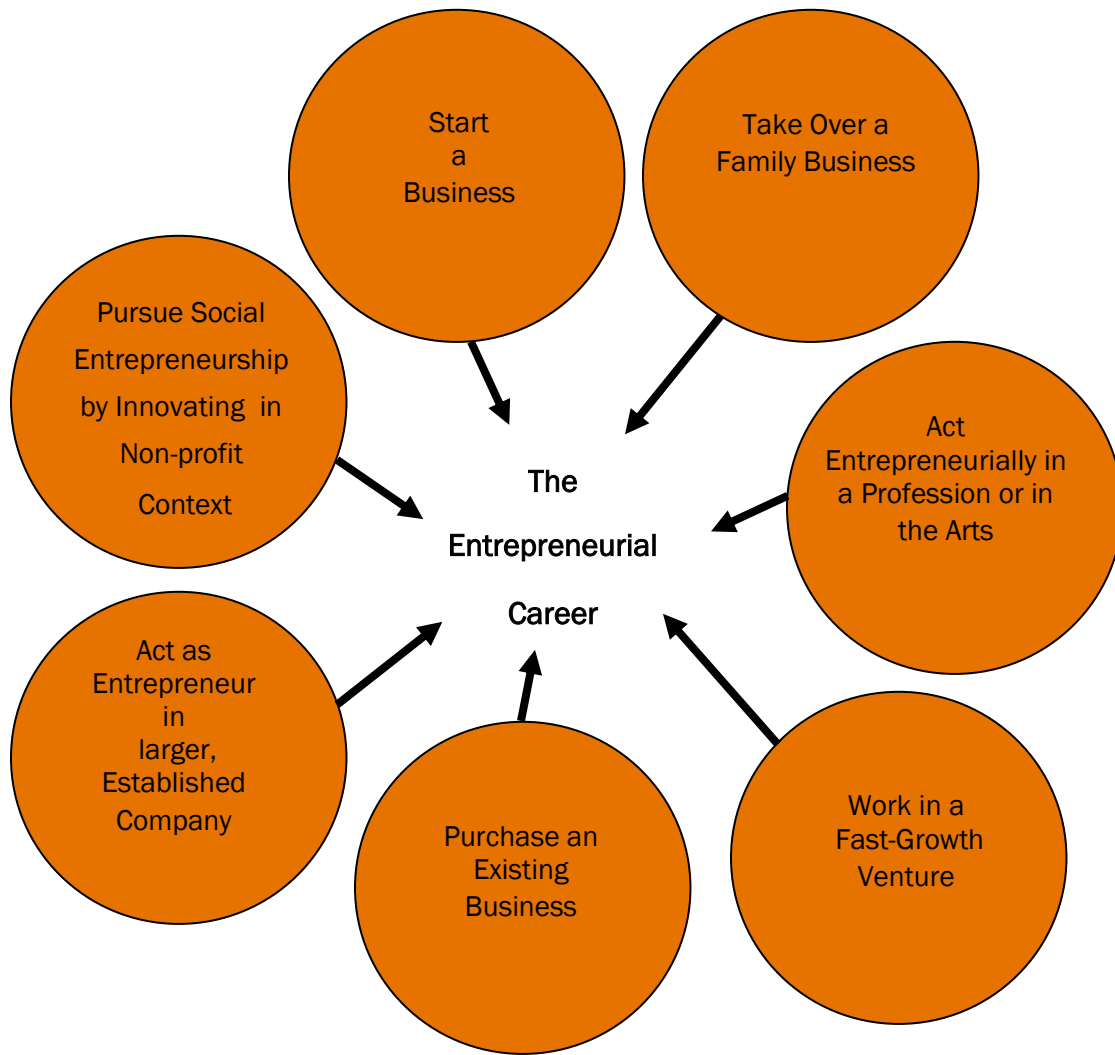
## Our Program Philosophy: Entrepreneurship for Life

Also guiding our overall program is a profound commitment to the idea that entrepreneurship is not a discrete event or something that happens only at a defined period of time, as in “I was an entrepreneur from 2010 through 2013.” Rather, we believe that entrepreneurship is a **philosophy of life**. As such, it is a way of both thinking and acting, suggesting it has both attitudinal and behavioral components. Further, this philosophy can influence both one’s professional life (pursuing an entrepreneurial career) and one’s personal life (bringing an entrepreneurial perspective to family problems, one’s church, or one’s neighborhood). In the pages that follow, we include diagrams that capture this life philosophy and the notion of an entrepreneurial career.

### Entrepreneurship as a Lifetime Philosophy



Importantly with regard to the career component of this philosophy, we emphasize that entrepreneurship can be manifested in a variety of ways over one’s professional life. Opportunities range from start-up entrepreneurship to corporate entrepreneurship and from family business management to the pursuit of social ventures. In the diagram below, we elaborate on career possibilities that could reflect the manifestation of entrepreneurship:



## Exhibit II: Our Competency Based Approach

### Underlying Logic

If a student pursues the OSU entrepreneurship program, a critical question concerns performance metrics. Traditional metrics emphasizes in entrepreneurship programs are based on such variables as student teams entered in competitions, competitions won, ventures started by students while in school and after graduation and percentage of students starting ventures. It is our contention that such metrics are inadequate and miss the essence of what should be accomplished through an entrepreneurship program.

This gives rise to the question: “What should a student participating in the entrepreneurship curriculum get better at?” For us, the answer is competencies, skills and capabilities. Hence, we employ a ‘competency-based approach’. However, this leads to a second question: “Which are the relevant competencies?” the answer depends upon the general purpose of the program. Some schools adopt a ‘business plan model’ to guide development of their entrepreneurship program. We believe this approach tends to result in an emphasis on business basics/ mechanics of starting a business in terms of curriculum development, course content, and pedagogy. An alternative program approach centers on an ‘entrepreneurial process model’. Here, the purpose becomes one of fostering entrepreneurial thinking and acting.

The logic of a business plan moves the student through the functional areas of business (i.e., accounting, marketing, operations, finance, human resource management, etc.). Alternatively, the logic of the entrepreneurial process results in a progression through opportunity identification, concept development, resource assessment and acquisition, launch, growth and harvest. Correspondingly, education built around the business plan logic might produce an emphasis on managerial competencies (e.g., plan, organize, staff, control, etc.). Education predicated on the entrepreneurial process suggests a need for competencies that are more entrepreneurial in nature (e.g., opportunity recognition, innovation, resource leveraging, etc.).

### The Twelve Core Entrepreneurial Competencies

As a result, we have identified twelve competencies that are underpinnings of our program, represent the focus of our course content and experiential learning, and become the basis for program assessment. These competencies include:

- Recognizing Opportunity
- Assessing Opportunity
- Mastering Your Creativity
- Leveraging Resources
- Guerrilla Skills
- Mitigating and Managing Risks
- Planning When Nothing Exists
- Innovation- Developing Concepts and Ideas that Work
- Conveying a Compelling Vision
- Building and Managing Social Networks
- The Ability to Maintain Focus Yet Adapt

- Implementation of Something Novel or New

These differ from managerial competencies, which are also important, but many of these are the focus of other business courses taken by students:

- Planning
- Organizing
- Directing
- Staffing
- Coordinating
- Operating
- Reviewing
- Budgeting

## Competency Assessment

We have made some progress in developing an assessment rubric for these competencies. Below are two summary examples:

### **Competency I: Risk management**

**Definition:** The ability to identify relevant risks surrounding an entrepreneurial action and systematically mitigate those risks.

#### **Level of Proficiency:**

- Understands key types of risks
- Can identify principle risks surrounding a given entrepreneurial action
- Can prioritize risks based on magnitude and probability of loss
- Is able to develop specific actions to
  - Stage the risk
  - Share the risk
  - Reduce the risk

### **Competency II: Opportunity Identification**

**Definition:** The ability to specify unrecognized or unfilled gaps in the external environment creating an opening for a new product, service or process.

#### **Level of Proficiency:**

1. Understands general sources of opportunity
2. Is capable of scanning the environment to identify emerging patterns & trends, competitor shortcomings, unutilized resources & unmet needs
3. Can connect an opening in the environment to a specific target audience with a need

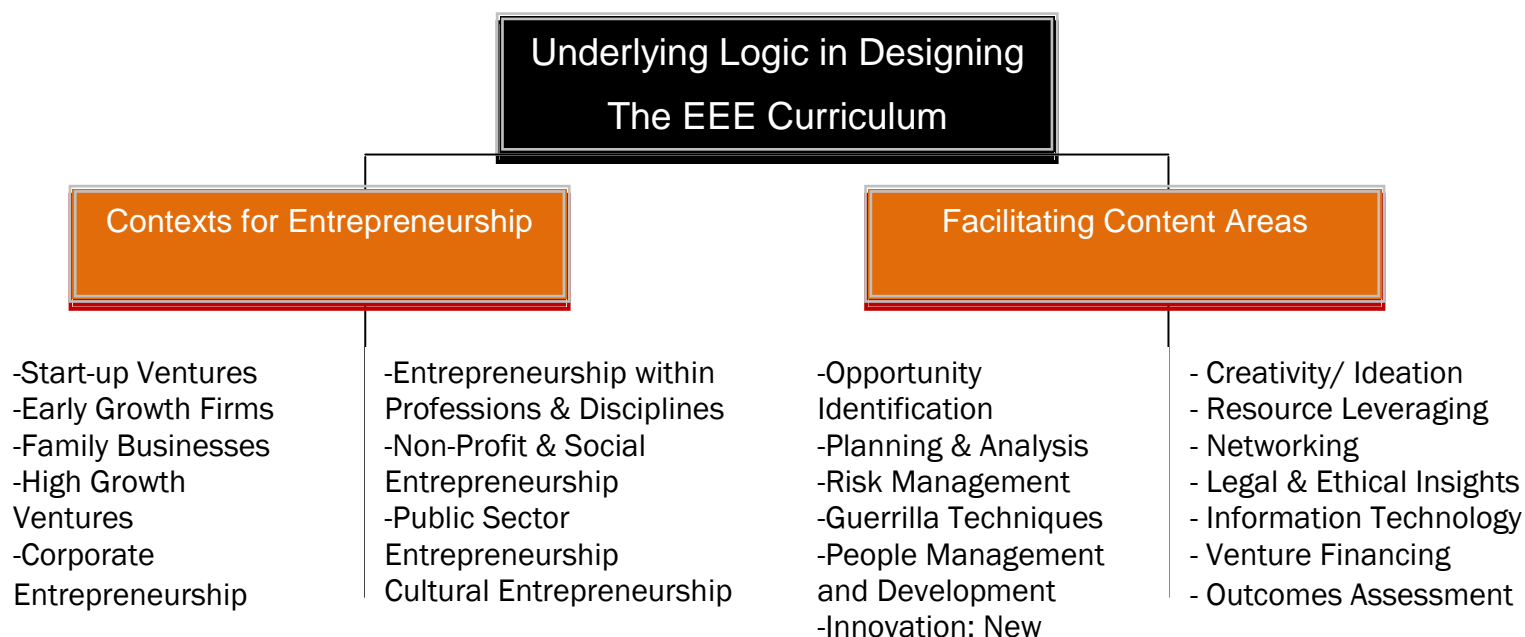
Most recently, we have developed an inventory of items to assess ten of the competencies. This was piloted with our Entrepreneurship Empowerment in South Africa Program this past Summer (2011). The instrument was administered to the 25 American and 15 African students prior to the beginning of the intense six-week engagement working with historically disadvantaged entrepreneurs in the townships near South Africa. The instrument was again administered at the end of the program when the students were back at their normal studies. The students improved on all of the competencies and statistically significant improvements were identified on nine of them. Copies of the assessment instrument are available upon request. We have also developed an assessment resource for the USASBE website.

## Exhibit III: Curriculum Model, Structure, and Courses

Our core curriculum at the undergraduate level consists of twenty-three courses based on an underlying architecture. We offer a major in entrepreneurship, a minor in entrepreneurship for business majors, and a minor in entrepreneurship for non-business majors. Each of these is explained below, and attachments are included that provide more detail for each.

### Core Undergraduate Curriculum and Its Logic

In creating the curriculum, we wanted to avoid overlap or duplication among courses while also identifying key gaps in coverage. As a result, we employed the model below to guide our efforts. It distinguishes the various contexts within which entrepreneurial behavior occurs (e.g., start-up, family business, corporation, etc.) and the key facilitators of entrepreneurial activity (e.g., opportunity recognition, risk, management, resource leveraging, etc.). Hence, each course is designated in terms of the context it primarily is concerned with and the facilitators that receive primary attention or drill down effort.



Building on this model, the undergraduate curriculum now includes the following twenty-three courses:

- **EEE 1010/1020: Creativity, Innovation, Entrepreneurship I and II** – taught twice per year, this course is a key part of the Creativity, Innovation, and Entrepreneurship dormitory. Students learn to master the creative process and learn basics of innovation and entrepreneurship in an applied context.
- **EEE 3020: Business Plan Laboratory** – offered twice per year, the lab is a resource especially for non-business students in how to create a high quality business plan; consistent with the



concept of a laboratory, the focus is on having students work and revise their plans section by section.

- **EEE 3023: Entrepreneurial Thinking & Behavior (Intro to Entrepreneurship)** – with fourteen sections per year, this is our foundation course in entrepreneurship. It introduces students to the entrepreneurial mindset, and is a survey course in terms of the elements of the entrepreneurial process.
- **EEE 3033: Women and Minority Entrepreneurship** – offered once per year, this course examines the unique challenges and opportunities confronting women, minorities and ethnic groups when pursuing the entrepreneurial process.
- **EEE 3263: Entrepreneurial Marketing** – with two sections per year, this course looks both at the role of marketing in emerging ventures and the role of entrepreneurial thinking in marketing; attention is devoted to expeditionary, guerrilla, and radical marketing approaches, leading customers rather than following, and marketing as a vehicle for resource leveraging and risk management.
- **EEE 3123: Entrepreneurship and the Arts** – offered once a year, this course explores the role of entrepreneurial thinking and acting within theatre, music, fine arts and other artistic professions.
- **EEE 3403: Social Entrepreneurship** – a once per year offering that examines the use of entrepreneurship to address social needs; attention is devoted to the creation and growth of social ventures, including challenges associated with social versus economic innovation and assessing social versus financial returns.
- **EEE 3513: Growing Small and Family Ventures** – offered twice per year, the focus is on growing the venture once it is created; issues in developing a sustainable business model and scaling the venture are examined; unique aspects of family firm management are explored
- **EEE 3663: Imagination** – with five sections, this is our core course addressing opportunity identification, ideation, and the creative process.
- **EEE 4010: Special Topics in Entrepreneurship** – typically at least one section each semester is offered; Each offering of this course addresses an emerging and vital issue in entrepreneurship; Examples include entrepreneurship and design, entrepreneurial ethics, and international entrepreneurship.
- **EEE 4113: Dilemmas and Debates in Entrepreneurship** – offered twice per year, this course is taught by 33 entrepreneurs who debate the great questions involved in creating a viable venture; Sample topics include the dilemma of partners, the dilemma of starting a venture right out of school, and the dilemma of failure.
- **EEE 4263: Corporate Entrepreneurship** – with one offering per year, this course examines the challenges, opportunities and approaches when attempting to foster entrepreneurial behavior in mid-sized and larger organizations.
- **EEE 4313: Emerging Enterprise Consulting** – offered each semester, in this course students are placed into teams and assigned to local small businesses; students are taught how to consult in all the functional business areas; they employ our Supporting Emerging Enterprises (SEE)

model to prioritize needs in the business; student teams must product tangible deliverables that add value in the client companies.

- **EEE 4483: Entrepreneurship and New Technologies** - offered once per year, the focus of this course is on the commercialization of emerging technologies and new scientific solutions; the course targets students from the engineering and sciences and provides a forum for them to work with business students.
- **EEE 4603: Entrepreneurship Empowerment in South Africa** – offered each Summer for students accepted into our South Africa Program; students work with historically disadvantaged entrepreneurs in the townships outside of Cape Town, helping to make their ventures sustainable.
- **EEE 4610: Entrepreneurship Practicum** – the practicum is available every semester and can be taken for up to six hours; it entails an approved project that centers on experiential learning, such as launching a venture in the student incubator or serving a Riata Internship.
- **EEE 4513: Strategic Entrepreneurial Management (capstone)** – offered five times per year, this is the integrative, end-of-program course. It centers on the creation of a viable business plan, together with an understanding of the requirements for sustainable competitive advantage in launching and growing a venture.
- **EEE 4653: Venture Capital** – with two offerings per year, this course helps students understand the basic economics and profit model of the venture, examines how to determine the amount of money an entrepreneur requires, looks at sources of funding, and explores how to structure financing deals.
- **EEE 4823: Green Entrepreneurship** – taught in partnership with faculty in Agriculture and Landscape Architecture, the course explores the interface between environmentalism and entrepreneurship, including both green ventures/innovations and the implications of environmentalism for traditional entrepreneurship ventures.
- **ECON 3010: Economics of Entrepreneurship and Innovation** – available once per year, this course explores entrepreneurship as a factor of production and its role in driving the economy; concepts from managerial economics are applied in a new venture context.
- **LSB 3010: Business Law and Entrepreneurship** – offered once per year, the focus is on the legal issues affecting an entrepreneur; attention is devoted to forms of enterprise, workforce issues, contracts, and intellectual property and compliance issues, among others.
- **DHM 4453: Entrepreneurship & Product Development for Apparel & Interiors** – offered once per year, this course exposes students to entrepreneurial behavior in the apparel and interior design industries.
- **MKT 4873: New Product Development** – offered twice per year, this is an introduction to the new product development process and how it can be managed, together with effective structural approached for fostering the process, and issues in new product launch.
- **MKT 4500: Creative Marketing for Small Firms** – with one offering per year, this course examines the challenges of segmentation, targeting, and creative approaches to designing the marketing mix in a small business context.

## **Exhibit IV: Undergraduate Major and Minor**

While each has its own unique structure, the logic of our major and minors is to distinguish core entrepreneurship requirements, elective entrepreneurship courses, and the capstone entrepreneurial experience.

### **Core Required Courses:**

- Entrepreneurial Thinking and Behavior (Intro. to Entrepreneurship) (Cornerstone)
- Imagination
- Entrepreneurial Marketing
- Entrepreneurial Finance

### **Elective Courses:**

- Social Entrepreneurship
- Women and Minority Entrepreneurship
- Business Plan Laboratory
- Dilemmas and Debates in Entrepreneurship
- Growing Small and Family Ventures
- Corporate Entrepreneurship
- Green Entrepreneurship
- Emerging Enterprise Consulting
- Entrepreneurship and the Arts
- Business Law and Entrepreneurship
- Creative Processes & Problems
- Economics of Entrepreneurship and Innovation
- New Product Development
- Creative Marketing Strategies for Small Business
- Entrepreneurship and Architecture
- Entrepreneurship Practicum (1-6 credit hours)
- Entrepreneurship and New Technologies
- Special Topics in Entrepreneurship
- Entrepreneurship Empowerment in South Africa

### **The Capstone:**

- Strategic & Entrepreneurial Management

Students in the entrepreneurship major must complete the general business core. In addition to this, they complete twenty-seven hours in entrepreneurship following the logic of the structure presented above.

Students in the minor for business majors are already completing the general business core as part of their major. To then add the minor, they must complete EEE 3023, Introduction to Entrepreneurship, and any three electives in entrepreneurship, and EEE 4513 Strategic and Entrepreneurial Management (the capstone).

Students in the minor for non-business majors must complete twenty-one hours. This includes taking a basic accounting course, a basic economics course, EEE 3023, Introduction to Entrepreneurship, and four elective courses in entrepreneurship.

On the following pages you will find the sheets provided to students outlining what must be completed for the undergraduate major and minors in entrepreneurship.

### **The Program Application**

All students must apply to the major and minors. The application is a self-assessment where students must examine their past experiences, future goals, attitudes related to entrepreneurship and related personal strengths and weaknesses. Applying and being accepted makes students feel more part of a program. The application is reviewed by the School of Entrepreneurship and kept on file. In addition to being helpful in advising students, it can be reviewed at the time of student graduation and in follow ups with alumni entrepreneurs. Our goal is to help students develop in terms of the twelve core competencies that underlie the program.

## Oklahoma State University

# The Major in Entrepreneurship ... What You Need To Do

### The Application

Students must apply to the major (stop by Suite 104 of the Spears School). The major helps students develop entrepreneurial competencies\* and apply entrepreneurial concepts in a wide variety of professional contexts. The overarching purpose is to help students discover their innate entrepreneurial potential and apply that potential throughout their lives. For students wishing to start ventures, the major provides a rich exposure to the principles, conceptual tools, skills and implementation issues related to translating their vision into reality.

### Requirements beyond the business core

#### **Within the major, you must complete:**

EEE 3023 Entrepreneurial Thinking & Behavior (Intro)	EEE 4653 Venture Capital
EEE 3663 Imagination	EEE 3263 Entrepreneurial Marketing

#### **Plus any three electives from the following list:**

EEE 3020 Business Plan Lab	EEE 4263 Corporate Entrepreneurship
EEE 3033 Women & Minority Entrepreneurship	EEE 4610 Entrepreneurship Practicum
EEE 3123 Entrepreneurship & the Arts	EEE 4483 Entrepreneurship & New Technologies
EEE 3403 Social Entrepreneurship	EEE 4010 Special Topics in Entrepreneurship
EEE 3513 Growing Small & Family Ventures	MKTG 3323 Consumer & Market Behavior
EEE 4113 Dilemmas & Debates in Entrepreneurship	MKTG 4333 Marketing Research
EEE 4313 Emerging Enterprise Consulting	ESPY 3103 Creative Processes & Problems
EEE 4603 Entrepreneurship Empowerment in South Africa	EEE 4823 Green Entrepreneurship
ECON 3033 Economics of Entrepreneurship & Innovation	MKTG 4873 New Product Development
LSB 4403 Business Law & Entrepreneurship	

#### **Plus all business students must complete an end of program capstone; for EEE majors the capstone is:**

EEE 4513 Strategic and Entrepreneurial Management

#### **Plus twelve hours of upper division SSB electives.**

#### **\*The curriculum is built around the following entrepreneurial competencies:**

- |                             |                                |                                |                    |
|-----------------------------|--------------------------------|--------------------------------|--------------------|
| • Recognizing opportunity   | • Planning when nothing exists | • Assessing opportunity        | • Innovating       |
| • Mastering your creativity | • Building & managing networks | • Leveraging resources         | • Guerrilla skills |
| • Focus & adaptability      | • Implementing something new   | • Mitigating and managing risk |                    |

**Contact advisor:** Dr. Michael Morris, 104A Spears School of Business, mhm@okstate.edu, 405-744-5357

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**Oklahoma State University**

# **The Minor in Entrepreneurship**

## **for Business Majors...**

### **What You Need To Do**

#### **The Application**

The minor in entrepreneurship is designed to complement the student's major, encouraging students to apply entrepreneurial concepts and competencies in a wide variety of professional contexts. The overarching purpose is to help students discover their innate entrepreneurial potential and apply that potential throughout their lives. In addition, for those students wishing to start ventures, the minor will provide a rich exposure to the principles, conceptual tools, skills and implementation issues related to translating their dreams into reality. Students must formally apply to the minor (stop by Suite 104 of Spears School). While in the minor, they will put together a 'portfolio' of entrepreneurial experiences.

#### **Requirements for Business Majors**

***For the minor, you must complete:***

*The business core, plus:*

EEE 3023 Entrepreneurial Thinking & Behavior (Intro)

***Plus twelve credits from the following list:***

EEE 3020 Business Plan Lab

EEE 3033 Women & Minority Entrepreneurship

EEE 3123 Entrepreneurship & the Arts

EEE 3263 Entrepreneurial Marketing

EEE 3403 Social Entrepreneurship

EEE 3513 Growing Small & Family Ventures

EEE 3663 Imagination

EEE 4113 Dilemmas & Debates in Entrepreneurship

EEE 4263 Corporate Entrepreneurship

EEE 4313 Emerging Enterprise Consulting

EEE 4483 Entrepreneurship & New Technologies

EEE 4603 Entrepreneurship Empowerment in South Africa

EEE 4653 Venture Capital

EEE 4610 Entrepreneurship Practicum (1-3 credit hours)

EEE 4010 Special Topics in Entrepreneurship

EEE 4610 Entrepreneurship Practicum

ECON 3033 Economics of Entrepreneurship & Innovation

EPSY 3110 Creative Processes & Problems

LSB 4403 Business Law & Entrepreneurship

MKTG 4873 New Product Development

MKTG 4550 Creative Marketing Strategies for Small Firms

ESPY 3103 Creative Processes & Problems

EEE 4823 Green Entrepreneurship

***Plus all business students must complete an end of program capstone; for EEE minors the capstone is:***

EEE 4513 Strategic and Entrepreneurial Management

**\*The curriculum is built around the following entrepreneurial competencies:**

- Recognizing opportunity
- Planning when nothing exists
- Assessing opportunity
- Innovating
- Mastering your creativity
- Building & managing networks
- Leveraging resources
- Guerrilla skills
- Focus & adaptability
- Implementing something new
- Mitigating and managing risk

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## Oklahoma State University

# The Minor in Entrepreneurship For Non-Business Majors ... What You Need To Do

### The Application

The minor in entrepreneurship is designed to complement the student's major, encouraging students to apply entrepreneurial concepts and competencies in a wide variety of professional contexts. The overarching purpose is to help students discover their innate entrepreneurial potential and act on that potential throughout their lives. In addition, for those students wishing to start ventures, the minor provides a rich exposure to the principles, conceptual tools, skills and implementation issues related to translating their dreams into reality. Students formally apply to the minor (stop by Suite 104 of the Spears School). While in the minor, students are expected to put together a portfolio of entrepreneurial experiences.

### Requirements for Non-Business Majors

#### **For the minor, you must complete:**

ACCT 2103: Financial Accounting	EEE 3023: Entrepreneurial Thinking & Behavior (Intro)
ECON 2103 (or) IEM 3503 (or) AGECE 1114	

#### **Plus twelve credits from the following courses: (New options will regularly be added)**

EEE 3033 Women and Minority Entrepreneurship	EEE 3020 Business Plan Lab
EEE 3123 Entrepreneurship and the Arts	EEE 4263 Corporate Entrepreneurship
EEE 3263 Entrepreneurial Marketing	EEE 4610 Entrepreneurship Practicum (1-3 credit hours)
EEE 3403 Social Entrepreneurship	EEE 4483 Entrepreneurship and New Technologies
EEE 3663 Imagination	ENGR 4113 Intellectual Property Law
EEE 4313 Emerging Enterprise Consulting	MKTG 4973 New Product Development
EEE 3513 Growing Small and Family Ventures	MKTG 4500 Creative Marketing Strategies for Small Firms
EEE 4653 Venture Capital	DHM 4453 Entrepreneurship and Product Development for Apparel and Interiors
EEE 4113 Dilemmas and Debates in Entrepreneurship	ESPY 3103 Creative Processes & Problems
EEE 4603 Entrepreneurship Empowerment in South Africa	EEE 4823 Green Entrepreneurship
EEE 4010 Special Topics in Entrepreneurship	
LSB 4403 Law and Entrepreneurship	
ECON 3033 Econ. of Entrepreneurship & Innovation	

Students must earn a minimum GPA of 2.5 in the above 21 credit hours for the minor

#### **\*The curriculum is built around the following entrepreneurial competencies:**

- |                             |                                |                                |                    |
|-----------------------------|--------------------------------|--------------------------------|--------------------|
| • Recognizing opportunity   | • Planning when nothing exists | • Assessing opportunity        | • Innovating       |
| • Mastering your creativity | • Building & managing networks | • Leveraging resources         | • Guerrilla skills |
| • Focus & adaptability      | • Implementing something new   | • Mitigating and managing risk |                    |

**Contact advisor:** Michael Morris, 104A Spears School of Business, mhm@okstate.edu, 405-744-5357

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## **Exhibit V: Our University-wide Model – Specific Disciplinary Initiatives**

In addition to the core curriculum, we have been working proactively to integrate entrepreneurial concepts and ways of thinking into disciplines across the campus. All undergraduate students on the campus are encouraged to enroll in the courses that make up our core curriculum, and we are liberal in terms of enforcement of prerequisites for non-business majors. In addition, we have tailored the Minor in Entrepreneurship to serve non-business majors. While vitally important, we believe these efforts do not go far enough in terms of truly penetrating and applying entrepreneurial concepts to other disciplines. Although we see this as a moving target, our present university-wide curriculum includes the following **seventeen** initiatives:

### **Entrepreneurship & the Arts**

We are currently teaching a course entitled Entrepreneurship and the Arts. It is targeting theatre, music and fine arts students and is cross-listed with those departments. The focus of the course is less on how arts students can start their own ventures, although there is some coverage of this, and more on how arts students can apply entrepreneurial thinking and core concepts from entrepreneurship (opportunity recognition, risk management, resource leveraging) in the artistic careers. We have two Riata Faculty fellows from the arts, Dr. Lloyd Caldwell from Theater and Liz Roth from Art

### **Green Entrepreneurship**

Green entrepreneurship can include the propensity to innovate or create a green organization or the creation of new products, services and process to meet environmental market opportunities. It concerns the alleviation of environmentally relevant market failures through the exploitation of potentially profitable opportunities. The Green Entrepreneurship initiative includes modules on green entrepreneurship that have been dropped into courses as well as contributions to an interdisciplinary course on sustainability. Our inaugural course on Green Entrepreneurship is scheduled for the Spring 2011 semester. In addition, we are pursuing a number of green projects including pervious concrete pavers, alternative green roof media, an injection and mixing system for flocculent in stormwater, a system for estimating flocculation parameters, and an automated first flush diverter. Jane Talkington, our Sustainability Scholar in Residence is a Riata Faculty Fellow.

### **Entrepreneurship and Architecture**

The collaboration between the School of Architecture and the School of Entrepreneurship has many elements to it. These include a Riata Faculty Fellow (Nathan Richardson) as well as academic programming which includes our inaugural course, Entrepreneurship and Architecture which is scheduled for the Spring 2012, and Entrepreneurship Competency modules which have been inserted into existing Architecture courses.

### **Entrepreneurship in Engineering**

There is a need to encourage innovation and the entrepreneurial mindset within our engineering and science programs. Toward this end, we have developed the Entrepreneurship in Engineering and Science course. We are also working with engineering faculty on ways in which entrepreneurship modules can be dropped into core engineering courses. In addition, we are creating an

entrepreneurial option for the project addressed in capstone engineering courses. Engineering students are being recruited for commercialization projects, and supported in the participation in the Riata Business Plan Competition, the Riata Entrepreneurial Internships, and the Entrepreneurship Empowerment in South Africa Program. We have two Riata Faculty Fellows from Engineering (J.Cecil and K Kaan).

### **Entrepreneurship in Health Sciences**

Several initiatives are underway in the health sciences area. On the Academic Programming front, the inaugural Health Entrepreneurship course was offered in Fall 2011. A seminar series was also held for the Family Medicine Residents as well as the Biomedical Sciences program. The health care management degree has also been modified to include a track on Innovation and Entrepreneurial Leadership. A research agenda has also commenced and we are hosting the First International Conference on Innovation and Entrepreneurship in Health. Jim Hess, a Center for Health Sciences faculty member is also a Riata Faculty Fellow. We also have a satellite office at this School.

### **Entrepreneurship & Psychology**

A new course entitled Entrepreneurship & Psychology was offered in Fall 2011. It targets students in Psychology as well as those in our large Educational Psychology program. Melanie Page, a Psychology Faculty member is also a Riata Faculty Fellow.

### **Entrepreneurship within Education**

In collaboration with the College of Education, we have entered in a Memorandum of Understanding with the Tulsa East Central High School . This relationship is aimed at transforming an inner-city school into an Entrepreneurship Magnet School and includes capacity development among teachers, academic programming and delivery assistance, as well as student participation in several of our outreach events.

### **Entrepreneurship & Geology**

As the gas and petroleum industry is a major component of the Oklahoma economy, we are pleased to be working with the Department of Geology on two initiatives. Already in place is a series of entrepreneurship modules in their ‘Topics in Geology’ seminar. Work is now underway on a jointly taught course on ‘Entrepreneurship and the Geologist.’

### **Entrepreneurship & Veterinary Medicine**

OSU is home to one of the premier veterinary medicine programs in the country. We will be implementing a joint Master’s program with the School of Veterinary Medicine with the first student scheduled to start in the fall of 2012. Modules in Entrepreneurship will also be dropped into Vet med courses starting Spring 2011. A Biotechnology incubator is currently being planned and will be co-hosted between our two Schools and the Center for health Sciences. We have one Riata faculty Fellow from the School of Veterinary Medicine

### **Media and Strategic Communication**

Our collaboration with the above school has many elements. The inaugural course on Media Entrepreneurship is scheduled for the Spring 2012 semester. We are also conceptualizing a incubator for Media ventures as well as preparing grant applications to launch a Center for Media

Entrepreneurship that will have a strong social enterprise focus. Dr Derina Holtzhausen is our Riata Faculty Fellow from The Media and Strategic Communication School.

### **Horticulture and Landscape Architecture**

Entrepreneurship modules have been inserted into several of the courses offered by the School of Horticulture and Landscape Architecture and the Green Entrepreneurship course was developed in collaboration with them and the Center for Sustainability. Faculty members from both our Schools are also engaged in technology commercialization initiatives. Dr Dale Maronek is our Riata Faculty Fellow from the School of Horticulture and Landscape Architecture.

### **Sports Entrepreneurship**

In collaboration with the Academic Support Unit of the Athletics Department, we are working on developing a course on Sports Entrepreneurship as well as a Certificate Program aimed at all OSU Athletes. We expect to roll out both in the Fall of 2012.

### **School of Applied Health and Counseling Psychology**

Entrepreneurship Modules have been inserted into courses within their Health Promotions program and three entrepreneurship courses have been included in the OSU Leadership Minor hosted by this school. There are also several research collaborations between faculty members of our respective schools. Drs Julie Croff and Steve Harrist are our two Riata Faculty Fellows from this School. We also have a satellite office at this School.

### **Agricultural Sciences and Natural Resources**

Dr Jason Vogel is our Riata Faculty Fellow from this School. In collaboration with them, we have developed the Green Entrepreneurship program as well as a technology commercialization initiative which straddles our Technology Entrepreneurship and Social Entrepreneurship programs.

### **Design, Housing and Merchandising**

Entrepreneurship Modules have been inserted into several courses hosted by this school and a customized Introduction to Entrepreneurship course has been developed specifically for their students

### **Hotel and Restaurant Administration**

Dr Catherine Curtis is our Riata Faculty Fellow from this School. In collaboration with here, we are in the process of developing a course on Hospitality and Tourism Entrepreneurship to be offered in the fall of 2012. Entrepreneurship Modules be inserted into several courses hosted by this school from spring 2012.

### **Auditing & Entrepreneurship Specialization**

Accounting students with a focus on auditing can complete the Auditing and Entrepreneurship Specialization. The focus here is on professional accounting when working the entrepreneurs and the auditing challenges and needs in early stage and high growth enterprises.

## Exhibit VI: Experiential Learning: A Portfolio Approach

Entrepreneurship education is at the leading edge in terms of the movement in higher education toward experiential learning. At Oklahoma State, we are deeply committed to augmenting the rich content designed into each of our courses with experiential learning opportunities. The notion of ‘learning by doing’ is embedded not only in our well-known Experiential Classroom, but these opportunities are both integrated into particular courses and serve to augment the classroom. Further, we believe in the ‘total entrepreneurial immersion’ concept, and so have identified ways in which undergraduate students can become involved in entrepreneurship outside of the classroom in each of their semesters from freshman year through graduation.

### The Experience Portfolio Concept

Contrary to the idea that graduating students have a degree but little to not experience, students at OSU are expected to use the Entrepreneurship Program to develop their set of experiences. Specifically, we expect our students to build an entrepreneurship experience portfolio. These experiences are a key vehicle for developing our twelve entrepreneurial competencies. Below are examples of elements that might constitute parts of a student’s experience portfolio:

- Idea diaries
- Cowboy Hatchery (student incubator)
- Venture simulations
- The entrepreneurial audit
- Business models
- Business plans
- Tech commercialization teams
- Mini-cases and full cases
- Role plays (VC’s, family firms, etc.)
- Consulting projects
- Marketing inventions
- Creativity field experiences (e.g., the Lowe’s experience)
- Entrepreneurs in the classroom
- Interviews of E’s
- Internships
- Mentorships and job shadowing
- Social entrepreneurship projects in the community

Hence, when a student graduates, they might have developed three business models, written two business plans, completed a small business consulting project, conduct an entrepreneurial audit of a mid-sized firm, developed four marketing inventions, and launched a venture.

### Engaging Students across Their Four Years

The immersion principle suggests students should have opportunities for meaningful exposure to and engagement with entrepreneurship outside of the classroom. This should not be an occasional occurrence or something one waits for until they are upperclassmen. It should occur throughout the student’s college career. We address this need by creating opportunities for student engagement in



each semester of their four years. Hence as a freshman they can live in our Creativity, Innovation and Entrepreneurship (CIE) Dormitory and join the Entrepreneurship Club; in their sophomore year they can take our Entrepreneurial Thinking and Behavior (Intro) course or enter the Cowboy Hatchery; as juniors they can get an entrepreneurial mentor or apply for the Entrepreneurship Empowerment in South Africa Program; and as seniors they can apply for Riata Internships. These are a few of the possibilities. We communicate the possibilities through the enclosed diagram that maps out the semesters of a student's college experience.

### Modeling the Total Student Entrepreneurial Experience at OSU

1. Prospective student contact about entrepreneurship program;	2. All incoming freshmen receive presentation on E-Program and can enroll in 'The Creative You'	3. Freshmen can live in the Creativity, Innovation and Entrepreneurship Dormitory	4. Exposure to variety of on-campus E-programs as a Freshman including our two campus-wide speaker series	5. Recruitment into E-Club and participation in Dilemmas and Debates as a freshman or sophomore
6. Sophomores can enroll in 'Intro to Entrepreneurship'; Eligible to work on E outreach programs	7. Application to EEE Major or Minor (completion of personal inventory) as a sophomore or thereafter	8. Exposure to variety of on-campus & off-campus E-programs as sophomore; Serve as host for visiting entrepreneurs	9. Students can enter the Riata Business Plan Competition, Elevator Pitch or Student Entrep. of Year in any year	10. Sophomores can be assigned an entrepreneurial mentor and are eligible for officer position in E-Club
11. As juniors, students can become non-residential member of CIE Learning Community;	12. Students can enter the Cowboy Hatchery as juniors; they are eligible for wide range of EEE electives	13. Exposure to variety of on-campus and off-campus EEE programs as a junior; eligibility for national bus. plan competition	14. Apply for Riata Entrepreneurial Internship as a junior or senior; serve of Student Advisory Board	15. Reassignment to existing or to new mentor as a senior; Eligible to be E program project manager
16. Student can join Tech. Commercialization Team as senior; they can select from wide range of EEE electives	17. Seniors enroll in required EEE capstone course and participate in Capstone Elevator Pitch; serve as mentors to high school students	18. Exposure to variety of on-campus and off-campus EEE programs as a Senior; eligibility for national business plan competition	19. Rising seniors and seniors are eligible for the Entrepreneurship Empowerment in South Africa	20. Seniors participate in the CIE Learning Community as residential or non-residential member
21. Seniors can participate in consulting to entrepreneurs as part of Cowboy Bootcamps	22. Seniors Help Organize the Annual EEE Awards Banquet	23. Review of student's Entrepreneurial Profile	24. Tracking and follow-up after graduation	25. Return to campus to be involved in E Program as Alumnus

### Connecting Experiential Learning to Every Course

Underlying our program is a **three-way set of connections** between curriculum, outreach and experiential learning. As such, we strive to ensure each of our undergraduate courses includes an experiential learning component. We believe entrepreneurship programs make a mistake in putting the business plan into too many courses, or making it the central focus of the curriculum.

In response to this concern, we have developed a model wherein unique experiential learning elements are built into each of our courses. For example, the Entrepreneurial Thinking and Behavior (Intro) course has students working on business models, the Entrepreneurial Marketing class



involves development of four marketing inventions, and the business model is the capstone Strategic and Entrepreneurial Management course.

Below is an overview of experiential learning opportunities tied to different courses at the undergraduate level.

<b>Course #</b>	<b>Course Title</b>	<b>Experiential Learning Requirements</b>
<b>EEE 1010</b>	<b>The Creative You</b>	<i>Social Entrepreneurship Project</i>
<b>EEE 3020</b>	<b>Business Plan Lab</b>	<i>Sections of a Business Plan, Critique of a Plan</i>
<b>EEE 3023</b> *****	<b>Entrepreneurial Thinking and Behavior (Intro. to Entrepreneurship)</b>	<i>Business Model, Interview of an Entrepreneur, Short Case Studies</i>
<b>EEE 3033</b>	<b>Women &amp; Minority Entrepreneurship</b>	<i>Minority Entrepreneur Profile, Research Paper on Women or Minority Entrepreneurship Issue</i>
<b>EEE 3263</b>	<b>Entrepreneurial Marketing</b>	<i>Four Marketing Inventions for Existing Companies, Harvard Case Studies</i>
<b>EEE 3403</b>	<b>Social Entrepreneurship</b>	<i>Business Model for a Social Venture</i>
<b>EEE 3513</b>	<b>Growing Small &amp; Family Ventures</b>	<i>Adopt a Family Firm</i>
<b>EEE 3663</b>	<b>Imagination in Entrepreneurship</b>	<i>Students Create, Present, and Modify ideas for Products, Services or Ventures Five Times, Keep Imagination Diary</i>
<b>EEE 4010</b>	<b>Special Topics in Entrepreneurship</b>	<i>Varies Depending on Topical Focus</i>
<b>EEE 4010</b>	<b>Entrepreneurship and the Arts</b>	<i>Collaborative Community Project between Artists, Theatre Students and Musicians</i>
<b>EEE4113</b>	<b>Dilemmas &amp; Debates in Entrepreneurship</b>	<i>Critique of Notable Entrepreneur; Paper on an Entrepreneurial Dilemma</i>
<b>EEE 4263</b>	<b>Corporate Entrepreneurship</b>	<i>Entrepreneurial Audit of an Established Firm, Harvard Case Studies</i>
<b>EEE 4313</b>	<b>Emerging Enterprise Consulting</b>	<i>SEE Model and Full Consulting Report for a Small Business Client</i>
<b>EEE 4483</b>	<b>Entrepreneurship &amp; New Technologies (for Scientists and Engineers)</b>	<i>Commercialization Plan for a New Technology, Technology Case Studies</i>
<b>EEE 4513</b> *****	<b>Strategic &amp; Entrepreneurial Management (THE CAPSTONE)</b>	<i>Full Business Plan, Harvard Case Studies</i>
<b>EEE 4603</b>	<b>Entrepreneurship Empowerment in South Africa</b>	<i>Two Consulting Reports with 4 Deliverables Each, Student Diary, Client Case Studies</i>
<b>EEE 4610</b>	<b>Entrepreneurship Practicum</b>	<i>Varies Depending on Topical Focus</i>
<b>EEE 4653</b>	<b>Venture Capital</b>	<i>5 yr Financing plan for start up, Harvard Case Studies</i>
<b>ECON 3033</b>	<b>Economics of Entrepreneurship &amp; Innovation</b>	<i>Assessment of a country's GEM score and the underlying economic factors contributing to it</i>
<b>LSB 4403</b>	<b>Business Law &amp; Entrepreneurship</b>	<i>Legal plan for start up venture including form of enterprise, protection of intellectual property, employment issues, contract issues, etc.</i>
<b>MTKG 4973</b>	<b>New Product Development</b>	<i>Concept for a new product including drawings or prototype</i>

## Exhibit VII: General Student Support Programs

Vital to the success of any student is the number and quality of the entrepreneurial resources available to them. The OSU School of Entrepreneurship provides a wide array of resources to students, a number of which are described in **Exhibits VII, X and XI**. In the current section, we address five of the **foundational resources**: The Cowboy Idea Hatchery, The OSU Entrepreneurship Club, the Entrepreneurs-in-Residence Program, the Business Plan Laboratory and Cowboy Entrepreneurial Mentors.

### The Cowboy Idea Hatchery

A culture of entrepreneurship finds students actually starting ventures while still in school at Oklahoma State. The Cowboy Idea Hatchery offers a professional environment from which undergraduate students can operate their businesses. It is located on the fourth floor of the Spears School of Business. Open to all students on the campus, students must apply to get in. They are required to submit a business plan and are interviewed by a committee of faculty and Entrepreneurship Center staff. The Cowboy Idea Hatchery promotes student dreams with cost effective office space along with focused support and an intervention model. In the Hatchery, student ventures have access to business consultation and interaction with fellow student entrepreneurs, local entrepreneurs, faculty, administrators and staff. Especially valuable is the ability of the students to jointly learn from and encourage one another. The hatchery accommodates eight ventures at a time, with workstations, computers, phones, fax, and signage for the ventures—and also includes a board room. Once accepted, student entrepreneurs set quarterly performance goals and participate in the intervention model. In the past two years, the incubator has spun off four successful ventures led by graduates of OSU.

### The Entrepreneurship Club

Currently ranked among the top ten entrepreneurship clubs in the world, the OSU Entrepreneurship Club is at the heart of our entire program, and is strongly supported by the School of Entrepreneurship. Open to all OSU students, regardless of major, the ‘E’ Club seeks to encourage diversity in thought and abilities by reaching out to students of all backgrounds. The objective of the E Club is to provide OSU students access to relevant entrepreneurial resources, opportunities to network with successful entrepreneurs, and to share entrepreneurial ideas in a constructive manner. The club engages in a variety of activities including: idea jams, elevator pitch competitions, a student entrepreneur of the year competition, the annual trip to the Collegiate Entrepreneurs Organization national conference, guest speakers, outings to entrepreneurial ventures, and experiencing entrepreneurship first-hand through club-sponsored “micro-ventures.” In 2011, the E Club won four awards at the national CEO Conference. A major initiative led by the OSU E Club this year is the formation of a partnership among student entrepreneurship organizations at universities throughout Oklahoma for an annual conference and competition.

## **The Entrepreneur-In-Residence**

Each year, the faculty in the School of Entrepreneurship, in concert with the leadership of the Riata Center for Entrepreneurship, select an Entrepreneur-in-Residence to join the program. This is a distinguished individual with a record of significant national or international accomplishment in the world of entrepreneurship. The invited individual commits to visiting the Stillwater campus on five or six occasions during the academic year. She or he will generally visit for three to four days at a time. Their visits will include guest lecturing or appearances in classes, meeting with student business plan teams, coaching students involved in starting ventures, assisting on technology commercialization projects, helping with Riata Center outreach program, meeting with faculty, working with the Entrepreneurship Club, among other activities. The Entrepreneur-in-Residence holds regular office hours in the Riata Center for Entrepreneurship. For the current year, our Entrepreneur-in-Residence is Darden Smith from Austin, Texas.

## **The Business Plan Lab**

The Business Plan Lab is a service intended especially for non-business students, minors in entrepreneurship and any students writing a business plan for the first time. All teams entered in the Riata Business Plan Competition are encouraged to participate in the Lab. The Lab concentrates on the mechanics of constructing creative, realistic and effective business plan for a new concept that the student has generated and is developing. Like a science lab, it is intended as a “hands-on” experience that works through the components and supporting research an individual must complete in together a world class business plan for a start-up venture. The focus of each session in the Lab are the actual ventures students are trying to launch.

## **The Cowboy Entrepreneurial Mentors**

All students within the School of Entrepreneurship have entrepreneurial mentoring available to them. This is particularly helpful for those who wish to start their own businesses or who are in various stages of doing so, but it also enables students to become more well-rounded in their entrepreneurial skills. We emphasize mentoring that involves a mutual, two-way relationship, and that transcends business issues to also focus on mentor and mentee in terms of personal goals, values, and experiences. The mentoring comes from a wide-array of sources, drawing heavily on our Cowboy Entrepreneurs Network and also including entrepreneurship faculty, Riata Center staff, and campus-wide faculty. We have built a database that currently includes over 2,500 entrepreneurs within the Cowboy Entrepreneurs Alumni Network, enabling us better ensure a good fit when assigning mentors to students.

## **Exhibit VIII: CIE Dormitory, Riata Interns and CIE Scholars**

While our campus-wide outreach and general student support activities are summarized in **Exhibits VII and IX**, in this section we focus on three special initiatives that reinforce the spirit of entrepreneurship both within the business school and for students across the campus. Each of these three programs is unique and each is delivered in a highly innovative fashion. They include the Creativity, Innovation and Entrepreneurship Living and Learning Community, the Riata Entrepreneurial Internship program and the Creativity, Innovation and Entrepreneurship Scholars Program.

### **Creativity, Innovation and Entrepreneurship Living and Learning Community (CIE LLC)**

By becoming a member of the Creativity, Innovation and Entrepreneurship Living and Learning Community (CIE LLC), students are able to live in an environment where they can ‘eat, sleep and breath’ creativity and entrepreneurship. The focus of CIE is for students to see themselves as agents of change in all walks of life, and they celebrate their creative souls. Students from all colleges and majors on the Oklahoma State campus are eligible for the CIE dormitory. We seek to create an environment where students feel both comfortable and challenged to think and act in creative ways. At the center of our approach is a model of student immersion that includes a weekly in-dormitory course (The Creative You), a major social entrepreneurship project, idea jams, guest speakers, movie nights with movies having entrepreneurial themes, a talent show and much more. The students in the dormitory have played a leadership role this year as we established the peer-to-peer mentoring program with an inner city high school in Tulsa (East Central High School). The CIE Learning Community is a vehicle to expose students to many facets of the entrepreneurship program from when they first arrive on campus as freshmen.

### **Riata Entrepreneurial Internship Program**

The Riata Entrepreneurial Internship Program provides unique learning opportunities for highly qualified undergraduate students at Oklahoma State University. The program offers up to 20 student internship appointments annually. These appointments require student interns to work directly with an entrepreneur or president in a high-growth, innovative company located in the Stillwater, Tulsa or Oklahoma City metropolitan areas. They work 15-20 hours per week during the Fall or Spring Semesters. Riata Interns are expected to add meaningful value to the work environment and to produce a number of useful deliverables to company management. The program includes five interventions across the semester where all Riata Interns come together with the Riata Center Director and entrepreneurship faculty to engage in group problem solving and discuss ways in which they can add value to their host companies. In addition to ongoing work for their clients, each intern must produce a business model for the company, and complete a major overarching project that adds substantive value to their host company. In addition, all Riata Interns communicate and interact on a weekly basis through our on-line Desire to Learn (D2L) system. The interventions and weekly postings effectively create a situation where students are getting internship experience across a whole set of companies. The students earn three credit hours and also receive hourly

payment (company pays half and program pays half). The outstanding Riata Intern is recognized each semester at the end of program luncheon.

### **Creativity, Innovation, and Entrepreneurship (CIE) Scholars Program**

The Creativity, Innovation and Entrepreneurship (CIE) Scholars Program is a distinguished initiative developed to recognize and engage the best and brightest graduate students at OSU. Each year, up to 10 outstanding MBA students and eight students from programs across campus are chosen based on an application and interview process. Selected individuals work on entrepreneurship initiatives during the Fall and Spring semesters. They receive a \$5,000 scholarship awarded over two semesters and, at the end of the academic year, a plaque recognizing their service as a CIE Scholar. Selection criteria include previous academic performance and achievements, leadership experiences, extra-curricular or community engagement activity, and unique life accomplishments. Students with academic interests in any discipline are welcome to apply.

## **Exhibit IX: University-wide Outreach**

Our program of university-wide entrepreneurship outreach includes curricular efforts as well as a number of extracurricular and experiential learning initiatives and efforts to support cross-disciplinary research. Our concept of university-wide entrepreneurship focuses on spreading the entrepreneurial spirit across disciplines, helping every student, faculty member, staff member, and administrator on the OSU campus discover the entrepreneur within. Initiatives we have undertaken individual disciplines were described earlier in the section on 'Our University-wide Model'. Supporting these initiatives several major programs including: the Riata Faculty Fellows Program, the Technology Entrepreneurship Initiative, the Institute for Creativity and Innovation, the Riata Business Plan Competition, the OSU Creativity Festival, and a distinguished lecture series and related open public forums.

### **The Riata Business Plan Competition**

The Riata Business Plan Competition is open to all students on the Oklahoma State University campus. It is an annual event with intents to compete due in mid-January. The competition unfolds over four months, with the semi-final and final rounds in April. Roughly 100 teams enter each year, and these are eventually cut to the sweet sixteen and final four. Finalist teams present before nationally prominent entrepreneurs and investors. Teams receive support from the Entrepreneurship Program, including eligibility to participate in the Business Plan Laboratory at no cost, to be assigned an entrepreneurial mentor with experience in their industry, and to have their financials reviewed by our partner bank. The competition provides over \$40,000 in prize money, with \$25,000 for first place, \$10,000 for second and \$5,000 for third, as well as smaller cash prizes for the top technology venture and the top social venture. Promotional materials for the competition are enclosed.

### **Riata Faculty Fellows**

Having a School of Entrepreneurship has enabled us to pursue some unique approaches to building cross-campus entrepreneurship. A notable example, and one that is replicable on many campuses, is the Riata Faculty Fellows Program. The program offers an opportunity for entrepreneurial faculty from any discipline or academic area to be jointly appointed in the School of Entrepreneurship. Fellows are typically appointed for 2-3 years to work on research, curriculum development or outreach initiatives that link their home discipline to entrepreneurship. The fellows come together for a major forum each year to share progress and outcomes from the project on which they are working. They also contribute to ongoing discussions regarding cross-disciplinary applications of entrepreneurship and the development of OSU as an entrepreneurial university. In the current academic year, we have seventeen Entrepreneurship Faculty Fellows. Examples include a faculty member from Agricultural Biosystems working with undergraduate students on a Green Entrepreneurship program; one from the Department of Art collaborating on our Entrepreneurship in the Arts Program (which includes a course for undergraduate students); one from Health Science working on a multi-faceted Health Entrepreneurship initiative; one from Architecture, working on the entrepreneurial architect in the built enterprise; one from Psychology working on the creativity and entrepreneurship interface; and one from Veterinary Medicine working on the development of entrepreneurial veterinary students. Descriptive materials on the Fellows Program are enclosed.

## **Technology Entrepreneurship Initiative (TEI)**

The Technology Entrepreneurship Initiative is dedicated to identifying and supporting faculty-created technological innovations – innovations that were born inside OSU’s classrooms and laboratories. The mission of TEI is to accelerate the commercialization of viable concepts, inventions, and products while promoting a university wide spirit and understanding of entrepreneurship. It includes a program each Fall where entrepreneurship students work on six selected technologies with the responsibility of moving them toward commercialization. Student work includes prioritizing commercial applications of a given technology, performing market validation work, addressing intellectual property issues, and developing business plans, among other activities. The TEI also puts on a number of forums each year that address issues surrounding technology commercialization and these are open to all students, faculty and staff.

## **Institute for Creativity and Innovation (ICI)**

Part of the School of Entrepreneurship, the ICI has a mission of encouraging and celebrating creativity across the OSU campus. It provides a structured environment (the Creativity Portal) where any student, faculty member, staff member or administrator can submit creative ideas for improving Oklahoma State University. The goal is to provide support for members of the OSU community to move their creative and innovative ideas to actions. The ICI seeks to help OSU rethink and rebuild the culture of OSU by adding creativity and innovation into the fabric of the university. In addition, ICI sponsors a creativity speaker series (six speakers per year), and coordinates a cross-disciplinary minor related to creativity.

## **OSU Creativity Festival**

Put on and managed by students, and sponsored by ICI and the School of Entrepreneurship, the annual OSU Creativity Festival is a showcase of creativity on the OSU campus. The Creativity Festival takes place in April of each year and features exhibits, live performances, recitals, international foods and distinguished speakers. Creative work from each School and College on the OSU campus is on display. This past year, as part of the festival, entrepreneurship students organized the largest Twister board game on the main quad of the campus and set a Guinness World Record.

## **Distinguished Lecture Series**

The School of Entrepreneurship organizes an annual distinguished lecture series that features four prominent entrepreneurs, venture capitalists, entrepreneurship teacher/scholars, or creativity experts each semester. In addition, each year we recognize the “Riata Distinguished Entrepreneurship Scholar.” A major thought leader from the discipline of entrepreneurship is selected by a faculty committee. This individual is invited to campus, receives a plaque and honorarium, and gives the Riata Distinguished Lecture to a university-wide audience. Promotional materials for some of our speakers are enclosed.



## Exhibit X: Alumni and General Community Outreach

We are committed to having a transformative impact on the economy of the State of Oklahoma. As a land grant institution, a commitment to our State is core to our mission. However, we believe entrepreneurship is the key to the economic future of Oklahoma. With a history that is tied to oil and gas as well as agriculture, we want to encourage entrepreneurial behavior in these sectors while also contributing to the diversification of the region's economic base. Toward this end, we run a number of high impact outreach programs to serve different populations within our state, including both urban and rural populations. Chief among our alumni and general community outreach initiatives are the Cowboy Bootcamp for Entrepreneurs (offered in two geographic locations, on urban (Tulsa) and one rural (Enid)), the Cowboy Entrepreneurs Network, Grandparents University, and a series of public talks and professional development seminars.

### Cowboy Bootcamps for Entrepreneurs

The Cowboy Bootcamp for Entrepreneurs is a pragmatic program for Oklahomans seriously interested in launching their own ventures and those in the early stages of start-up. The program occurs over six consecutive Saturday mornings at the OSU branch campus in Tulsa and six consecutive Tuesday evenings at Autry Tech Center in Enid, Oklahoma. It features award-winning faculty, highly successful entrepreneurs, and a number of subject matter experts. Our goal is to share the key elements that go into the creation of a profitable and sustainable new venture. In addition to the core program each week, extra sessions are made available to delegates where they can “Ask the Lawyers” (i.e., a panel of lawyers will address any legal questions about venture creation), “Build a Website”, or “Apply for an SBA Loan.” Another unique feature of the Cowboy Bootcamps is the availability of free consulting to any delegate, provided by students in the entrepreneurship program. The consulting is available for the duration of the six-week Bootcamp. Enrollment in each offering of the Cowboy Bootcamp is limited to 65 delegates each offering. Some scholarships are available to those with severe financial need. The Bootcamp structure and promotional materials are enclosed.

### OSU Cowboy Entrepreneurs Network

Great entrepreneurship programs are rooted in the entrepreneurial community, and this is our goal at OSU. While we aggressively seek to serve the entrepreneurial community, we also rely on entrepreneurs to make the program work. Their involvement helps ensure that what we do is relevant, timely, cutting edge and integrated with the real world. Toward this end, we have built the **Cowboy Entrepreneurs Network**. The Cowboy Entrepreneurs Network is an online database that currently consists of 2,500 entrepreneurial alumni and other individuals involved with the entrepreneurial community. This network allows the School of Entrepreneurship and its students access to some of the most innovative and successful entrepreneurs in the world. The involvement of these individuals within the School of Entrepreneurship includes serving as: a mentor for a student venture, and entrepreneurship student mentor, a business plan coach, a business plan judge, a speaker in one of our outreach programs, a speaker in one of our classes, an adjunct instructor for one of our classes, an intern host company, an entrepreneur-in-residence, a project assistant, or an ongoing advisor. Our purpose is to have the members of the network involved in meaningful ways



on an ongoing basis. This helps to reinforce a vibrant culture of entrepreneurship across the campus and around the state of Oklahoma.

The Cowboy Entrepreneurs Network receives monthly communications about developments in the Entrepreneurship Program at OSU, and our annual entrepreneurship magazine (*Cowboy Entrepreneur*). To get involved, alumni and other entrepreneurs are asked to fill out a Survey Monkey questionnaire on their background and areas in which they would like to get involved (a copy is enclosed).

### **Professional Development Seminars and Public Talks**

The School of Entrepreneurship puts on a number of outreach seminars across the State of Oklahoma that are targeted to entrepreneurs and managers in companies. Top students are also eligible to attend these sessions. Recent programs include “Rethinking Marketing: An Entrepreneurial Perspective,” “Entrepreneurship in Established Firms: The Organizational Revolution,” “Entrepreneurship in the Public Sector,” and “A Time for Change: Reshaping America’s Healthcare System through Innovation, Entrepreneurship and Employee Wellness.” In addition, our entrepreneurship faculty and center director regularly give talks and presentations around the state of Oklahoma. In the past twelve months presentations have been given to the Small Business Administration public forum for veterans, alumni groups in Tulsa, Oklahoma City and Dallas, the Tulsa Foreign Affairs Council, The Tulsa Rotary, the Stillwater Rotary, the World Creativity Forum, the Oklahoma Venture Capital Forum, the Enid Superintendent of School Conference, the Oklahoma Society for Human Resource Management, Workforce Oklahoma, Innovation Interactive (Oklahoma Dept. of Commerce conference), the Oklahoma Business Incubators Association, the Ponca City Development Authority, the Start-up OK Conference.

### **Grandparents University**

Each summer we organize a three-day course entitled “The World of Entrepreneurship” as part of Grandparents University on the Oklahoma State University Campus. Grandparents and their grandchildren stay in dormitories on campus and attend these classes. A highlight of the World of Entrepreneurship is a Lemonade Stand competition with teams of grandchildren and grandparents competing.

## Exhibit XI: Women and Minority Community Outreach

At Oklahoma State University, we are strongly committed to the empowering potential of entrepreneurship for serving minority and less advantaged members of society. While general community outreach efforts are summarized in **Exhibit X**, in this section we focus on outreach efforts tailored to serve those who face unique challenges in pursuing the entrepreneurial dream. Chief among these are the Veterans Entrepreneurship Program, the Women Entrepreneurs Inspire Conference, the Native American Entrepreneurship Academy, and the East Central High School Entrepreneurship Magnet Program. In addition, special minority scholarships for any of our programs are made available, based on need, to the members of the community.

### Disabled Veterans Entrepreneurship Program (VEP)

Record numbers of military personnel are surviving injuries received in foreign conflicts and returning home. Many of them struggle both with the adjustment to civilian life and to living with a disability. The Veterans Entrepreneurship Program (VEP) offers cutting edge, experiential training in entrepreneurship and small business growth to soldiers, sailors, airmen, members of the coast guard, and marines disabled as a result of their service. The intent of the VEP is to open the door to entrepreneurial opportunity and small business ownership to those who have served our country and paid a dear price in terms of some disability. We seek to help these men and women develop their entrepreneurial competencies and proactively move forward in launching and growing ventures that are sustainable.

The VEP has three key components. First is a five-week, on-line pre-course. This is followed by an intense residency program offered at the Oklahoma State University campus. Finally, each veteran receives ten months of one-on-one mentoring from a successful entrepreneur. In addition, the mentoring includes a ‘bullpen’ of subject matter experts who can help with particular legal, advertising, information technology and other problem areas. The mentoring involves a unique partnership with the Cowboy Entrepreneurs Network, the Tulsa Rotary, and the Rotaries in the veterans’ home towns.

Importantly, the VEP is offered at no cost to the veteran. We cover airfare, meals, accommodations, instruction, books and materials and any other costs. No state dollars are used, and the entire cost of the program (approximately \$140,000 per year) is covered through private donations that we must raise each year. Copies of the program brochure and the structure for the residency component of the program are enclosed.

Over the past year and one-half, we have worked with other universities to expand VEP. Specifically, we have come to agreements with the Delaware State University and the University of Tennessee at Chattanooga to develop feeder programs for the disabled veterans program at Oklahoma State. Mini-versions of VEP will be piloted at each of those institutions and top performing veterans will then be given spots on the twelve month program at OSU. Our intention is to further expand this approach to other Historically Black Colleges and Universities (HBCUs) based on outcomes from the pilots.

## **Women Entrepreneurs Inspire Conference (WE Inspire)**

Women are starting businesses faster than any other segment of business owners nationwide, as well as in Oklahoma. Women-owned businesses contribute an estimated \$3 trillion to our national economy and are responsible for 23 million jobs. To help more women start ventures, while also enabling those in the early stages of their ventures to arrive at sustainable business models, we annually offer the Women Entrepreneurs Inspire (WE Inspire) Conference. It is a celebration of women's entrepreneurship. Held in Oklahoma City, WE Inspire brings together an amazing network of women entrepreneurs and aspiring entrepreneurs. The most recent conference attracted over 700 women and featured Maria de Lourdes Sobrino, founder of Lulu's Dessert together with 32 other presenters. It is also an opportunity for OSU to recognize the Oklahoma Woman Entrepreneur of the Year in both the 'small business' and 'high growth venture' categories. This important event inspires hundreds of women to pursue their passions, think big, and turn dreams into reality. A copy of the WE Inspire brochure is enclosed.

## **Native American Entrepreneurship Academy**

As a result of the Trail of Tears and overt policies of discrimination against Native Americans, Oklahoma evolved as the home to over fifty American Indian tribes. Entrepreneurship is an important source of empowerment with these tribes, but many tribal members suffer from a mix of obstacles that include education, lack of access to capital, and poor rural economic conditions, among others. The Native American students interested in pursuing entrepreneurial studies at OSU, entrepreneurial bootcamps offered in the tribal communities, an entrepreneurial mentors program, and a major benchmarking effort to track levels of entrepreneurial activity at the tribal level.

## **East Central High School Magnet Entrepreneurship Program**

A unique and significant partnership has been established between the Oklahoma State University School of Entrepreneurship and East Central High School (ECHS) Entrepreneurship Magnet Program. The partnership seeks to establish East Central as a premier magnet school centered on entrepreneurship. This partnership is innovative, and seeks to develop a transformative program that can serve as a model for other universities and high schools across the country. The partnership is multi-faceted, two-way, and emergent. It brings the faculties and the students of OSU and East Central together around activities ranging from curriculum design, instruction, peer-to-peer mentoring, elevator pitches, experiential learning opportunities, and more. The ultimate goal is to give students at both institutions the tools that help them think and act in entrepreneurial ways.

East Central High School is an urban school located in Tulsa, OK. It is the most ethnically diverse high school in the Tulsa area. Of the total student body (N=1170), 31% are Hispanic, 29% are African American, 27% are Caucasian, 9% are American Indian, and 5% are Asian. East Central High struggles with student graduate rates (72.2%), attendance rates (89.7%), and low performance in core educational outcomes (Academic Performance Index score of 581 with 1092 as the current state average for regular education students). Of those students graduating, very few attend college. These factors are further complicated by poverty rates, with 715 students qualifying for free or reduced lunch. Re-positioning the school as an entrepreneurship magnet school is a strategy to turn that state of affairs around.

The purpose of the partnership is help infuse the spirit of entrepreneurship into the East Central culture, and to integrate entrepreneurial principles, concepts, frameworks and learning tools into the educational experience of East Central students. We seek to assist in providing a quality learning experience for students by supporting a rich and relevant curriculum, connecting students with expert teachers and resources at OSU and in the community, and improving and sustaining student performance inside and outside of the classroom. This purpose is consistent with our deep commitment at OSU to experiential learning and a passion for active application. Opportunities are integrated into the curriculum for enhancing student learning.

Our approach center's on five key components:

- a curriculum with components designed across all four years of the high school and reaching every student at the high school;
- guest lectures by OSU entrepreneurship faculty in ECHS classes;
- a peer-to-peer mentoring program involving OSU entrepreneurship students and students in ECHS;
- joint engagement in existing School of Entrepreneurship initiatives, such as the Experiential Classroom, the Women Entrepreneurs INSPIRE Symposium, and the Cowboy Entrepreneurs Bootcamps;
- a Creativity and Entrepreneurship Speaker Series in the High School;
- collaborative events such as the recent visit of 310 ECHS student to OSU for an 'entrepreneurship day' and a joint elevator pitch competition; and
- virtual incubation, where ECHS students are virtual partners in ventures that OSU students are running in the Cowboy Hatchery.

We have also put in place a number of measures to track outcomes from the partnership, ranging from test scores, graduation rates and college attendance rates to performance on measures of our entrepreneurial competencies.

## **Exhibit XII: Outreach & Service to the Discipline**

Entrepreneurship programs must help to advance the discipline. Further, we believe they must help one another as the empowering potential of entrepreneurship is spread to campuses across the country. At Oklahoma State University, we attempt to play a leadership role in helping to advance the discipline of entrepreneurship. The role is manifested through our Experiential Classroom, direct assistance provided to entrepreneurship programs at other colleges and universities, service to USASBE, and service to other academic organizations and on editorial boards.

### **The Experiential Classroom**

One of our proudest achievements is the ongoing success of the Experiential Classroom. A philosophy of “See one. Do one. Teach one.” is at the core of the success of the Experiential Classroom. First launched in September 2000 as part of the Lifelong Learning for Entrepreneurship Professionals (LLEEP) partnership, the Experiential Classroom is now entering its twelfth year. Our purpose is to share best practices in entrepreneurship teaching, pedagogy, and program development with educators who are new to the entrepreneurship classroom. Offered in Tulsa, our top Oklahoma State faculty are joined by sixteen of the master teachers in the entrepreneurship discipline to deliver this intense, content-rich, three-day clinic. We continually innovate with the program, with about 10 percent of the sessions being new each year, while keeping the best of what has been done in the past. Delegates actually have to teach while with us, and do so in front of actual students (we bring in over 250 student volunteers). The delegates are filmed and evaluated as they teach a class. We run the Experiential Classroom as a ‘cadillac offering’, striving for premier quality in terms of every program aspect, from airport pick up of delegates to the instruction and course materials, and from program logistics to delegate outings. Our faculty-delegate ratio is under 3:1. Yet, with an annual cost of just over \$100,000 (on which we must breakeven) we work hard to keep it affordable for delegates, and offer a number of scholarships. We also partner with USASBE on the Experiential Classroom, naming our scholarship ‘USASBE-Riata Scholarships’, and promoting USASBE in a number of other ways. Evaluations are consistently excellent, and testimonials from former delegates are enclosed. To date, over 750 faculty members have attended the Experiential Classroom. Copies of the program and the Experiential Classroom brochure are enclosed.

### **Annual Support to Emerging Programs at Other Universities**

Each year we are committed to visiting at least two universities to assist with the development of their entrepreneurship programs. These efforts can include presentations to groups of administrators and faculty, one-on-one work sessions, and written reports with recommendations on how to substantively move forward. In recent years we have assisted San Diego State University in California, the University of Tennessee at Chattanooga, Miami University in Ohio, Millersville State University in Pennsylvania, Louisiana State University in Baton Rouge, Davenport University in Michigan, Iowa State University and Drake University in Iowa, Saint Petersburg State University in Russia and Northeastern State University in Oklahoma, among others.

Members of our faculty also regularly give invited research presentations at other universities. Recent presentations have been given at the University of Houston, the University of Victoria, the University of Connecticut, U. of Western Ontario and Colorado State University.

### **Awards to Recognize Excellence in the Discipline**

Each year the Program in Entrepreneurship at Oklahoma State recognizes two outstanding leaders in the discipline of entrepreneurship. The first of these is the Karl Vesper Entrepreneurship Pioneer Award. Launched two years ago, it is given each year to an individual who has demonstrated leadership in overcoming barriers to advance the discipline, either through curriculum or program development, community engagement or scholarly work. Initial winners were Karl Vesper and Donald Kuratko. The award is given at the Experiential Classroom closing banquet.

In addition, we recognize an outstanding scholar each year with the Riata Distinguished Entrepreneurship Scholar Award. This award is given to a thought leader who has significantly advanced our understanding of entrepreneurship as a phenomenon for study. The winner provides the Riata Distinguished Entrepreneurship Scholar lecture at Oklahoma State each fall, and also meets with students and faculty.

### **Service to USASBE**

We are strongly committed to USASBE. OSU faculty members have served in recent years in leadership positions on the USASBE Board, as Competitive Papers Chair, as Interest Group Chairs, as reviewers. They have also presented papers, organized workshops, presented pillar sessions, and conducted pre-conference sessions. Importantly, a number of the sessions we have done at USASBE have served the purpose of program transferability, sharing elements of what we do at OSU with faculty from other colleges and universities. Further, we have developed the “Assessment of Entrepreneurship Programs” resource that is currently available on the USASBE website under ‘Knowledge Resources’. In addition to regularly sending a large contingent of faculty and students to the annual conference (e.g., with registration and staffing the USASBE booth). In addition, Oklahoma State continues to be a major sponsor of USASBE.

### **Service to Other Academic Organizations and on Editorial Boards**

Oklahoma State entrepreneurship faculty members serve on the editorial boards of eighteen academic journals, from the Academy of Management Journal to the Journal of Business Venturing to Entrepreneurship Theory and Practice. One is an associate editor for the Academy of Management Review and another co-edits the Prentice-Hall/Pearson Series on Entrepreneurship. The School of Entrepreneurship faculty regularly serve as reviewers for the top journals in the discipline, for the Entrepreneurship Division of the Academy of Management, and for the Babson Entrepreneurship Research Conference. They serve as track chairs, session chairs and discussants at the major entrepreneurship conferences, as well as on special committees of the Entrepreneurship Division of the Academy of Management. In addition, they are serving as guest editors for special issues of key entrepreneurship journals (Entrepreneurship Theory and Practice, the Strategic Entrepreneurship Journal).

## **Exhibit XIII: International Outreach**

The entrepreneurial revolution is global, with exciting developments not just in places receiving a lot of attention such as China and India, but in many other parts of the world. While much of our efforts are focused in the State of Oklahoma, we are also engaged in key outreach efforts that are international in scope. Chief among these are the Entrepreneurship and Empowerment in South Africa (EESA) Program, the Dynamic Entrepreneurship Classroom in Russia, and the Roundtable on Entrepreneurial Education in Peru.

### **Entrepreneurship and Empowerment in South Africa (EESA)**

Entrepreneurship Empowerment in South Africa is a life-changing experience, where students help historically disadvantaged entrepreneurs in the poverty-stricken townships outside Cape Town, South Africa. This award-winning program is open to upper level undergraduate students regardless of major. Key requirements are a strong work ethic, emotional maturity, creative problem-solving ability and a desire to make a difference. Led by Professor Michael Morris and coached by a team of faculty members, students are assigned to consulting teams and they assist small businesses over six weeks to help make the ventures sustainable. Their ventures range from catering and arts and crafts businesses to community newspapers, restaurants and small construction companies. Our partner university in South Africa is the University of the Western Cape. In the U.S., we partner with two other Big 12 universities, Texas A&M and the University of Colorado. The American students take a ten-week on-line pre-course delivered by OSU. Once in South Africa, twenty-five American students work side by side with fifteen South Africa students. Each team of four students is assigned to two entrepreneurs. They attend a class taught by U.S. faculty and guest speakers in the morning and do their field work in the afternoons. Each team must produce and implement four tangible deliverables for each of their two clients during the six weeks. Enclosed are copies of the program schedule and promotional brochure.

As exciting outgrowth of the EESA Program, the first South African student that participated in our program over there attended Oklahoma State University this year.

### **Dynamic Entrepreneurship Classroom in Russia**

The success of Oklahoma State's 'Experiential Classroom' program for faculty has led to significant demand to make variants of the program available to other audiences. This year will be the sixth time we will offer the Dynamic Entrepreneurship Classroom to faculty members from throughout Russia. These are Russian faculty who are relatively new to the teaching of entrepreneurship. They are provided with a comprehensive introduction to effective techniques in entrepreneurship teaching, pedagogy and program building. Delivered by three of the faculty members involved with the Experiential Classroom, sessions are included on syllabus development, course content, experiential learning techniques and teaching approaches. The three-day clinic has been offered in Moscow and St. Petersburg.



In addition, we have aggressively marketed the Experiential Classroom to faculty members from around the world. To date, over 55 faculty members from foreign nations have attended the Experiential Classroom.

### **ACCEL REE Latin America Program in Peru**

The Roundtable on Entrepreneurial Education (REE) is a Stanford-based program that is the sister program of Oklahoma State's Experiential Classroom. In recent years, the program has been extended to Europe, the Far East, and Latin America. This conference is designed to stimulate communication between business, science and engineering faculty who teach entrepreneurship in universities from throughout Latin America. Oklahoma State faculty played a key role in the 2010 REE Latin America Conference in Peru, providing the keynote talk and working with a number of the delegates as they develop their entrepreneurship programs.

### **Other Initiatives**

In recent years, Entrepreneurship faculty from Oklahoma State have been involved in sharing best practices in entrepreneurship education and research with faculty from a consortium of Pakistani universities and with faculty from Moi University in Kenya, and at forums in Sweden, Peru, Haiti, South Africa, Russia and Germany.

## Exhibit XIV: Our Team

The School of Entrepreneurship employs a staffing model with four components. The first of these is six full-time tenure track faculty, and, in addition to their teaching and outreach activities, these individuals are the primary drivers of the published research on entrepreneurship. Four of these are chairs or named professorships. The second element is our commitment to full-time clinical faculty, and these are outstanding teachers who bring a record of significant entrepreneurial experience. They also take the lead on many of our service and outreach activities. We have four of these clinical faculty members, two of whom have named professorships. The third element is an excellent pool of adjuncts, also from the entrepreneurial world of practice. And the final component is faculty in other disciplines who are involved in teaching entrepreneurship courses or modules and working on research and/or outreach activities.

### Core Faculty



#### **Dr. Michael H. Morris**

*Professor and N. Malone Mitchell Jr. Chair  
Head of the School of Entrepreneurship*

Michael Morris holds the N. Malone Mitchell Jr. Chair in Entrepreneurship at OSU and is the Head of the School of Entrepreneurship at OSU. Formerly the Witting Chair at Syracuse University, his entrepreneurship programs have consistently been ranked among the top ten by US News and World Report, Fortune Small Business, and the Princeton Review/ Entrepreneur Magazine. A widely published author and researcher, Dr. Morris has written six books and over 100 peer-reviewed academic articles in the Journal of Business Venturing, the Journal of Management, Entrepreneurship Theory and Practice, the Journal of Business Ethics, the Journal of International Business Studies, and the Journal of the Academy of Marketing Science, among others. He is the co-editor of the Entrepreneurship Series published by Prentice-Hall. Morris is currently President of the United States Association for Small Business & Entrepreneurship and has served as Chair of the American Marketing Association's Task Force on Marketing and Entrepreneurship and is a former editor of the *Journal of Developmental Entrepreneurship*. In addition, he has been a principal in three entrepreneurial start-ups. Twice honored by Pi Sigma Epsilon as national Faculty Advisor of the Year, Dr. Morris has received the Edwin M. and Gloria W. Appel Prize for contributions to the field of entrepreneurship, and is a recipient of the regional Ernst and Young Entrepreneur of the Year Award. He is a former Fulbright Scholar (South Africa, 1993) and has been inducted as a "21st Century Entrepreneurship Research Fellow" by the Global Consortium of Entrepreneurship Centers.



#### **Nola Miyasaki**

*Norman C. Stevenson Chair, Director of the Riata Entrepreneurship Center*

Nola Miyasaki is the Norman C. Stevenson Chair and Director of the Riata Center for Entrepreneurship at the Spears School of Business at Oklahoma State University. Formerly Executive Director for Entrepreneurial Programs at

Syracuse University, she was responsible for the community and campus wide outreach initiatives. Under her leadership, the Falcone Center was recognized as a 2004 NASDAQ Center of Entrepreneurial Excellence and a 2006 NCEC Entrepreneurship Center of Excellence. In 2008 and 2009, the EEE program was ranked as a Top 10 Undergraduate Entrepreneurship Program and a Top 20 Graduate Entrepreneurship Program by U.S. News & World Report, in addition to being named a top ranked program by Entrepreneur Magazine, Princeton Review, Forbes magazine and Fortune Small Business. Prior to Syracuse, Ms. Miyasaki served as the Executive Director and CEO of the High Technology Development Corporation, an independent state agency charged with advancing the development of technology in the State of Hawaii. She also served as a Special Assistant for Technology to former Governor Benjamin J. Cayetano. Her agency played a key role in the passage of ground breaking tax credit legislation supporting investments in start up high tech companies. She has also worked as an sports agent with IMG in Cleveland, where she managed a number of professional golfers. Ms. Miyasaki has conducted research on women entrepreneurs and the challenges of growth. Her findings have been presented at the Babson Entrepreneurial Research Conference and have appeared in the Journal of Small Business Management.



### **Dr. Robert Baron**

*Professor*

*William S. Spears Chair in Entrepreneurship*

Robert A. Baron 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. Most recently, he held the Bruggeman Chair of Entrepreneurship at the Rensselaer Polytechnic Institute. During his twenty-two year tenure there, Dr. Baron chaired both the Department of Psychology in the School of Arts and Sciences and the Department of Managerial Policy and

Organization in the Lally School of Management and Technology in successive, overlapping terms. He also served as Interim Dean of the Lally School (2001-2002). Prior to that, he was Professor of Psychological Science at Purdue University. Dr. Baron has authored more than 130 peer reviewed papers and 45 books. He has received numerous Best Paper Awards from organizations that include the Academy of Management's Entrepreneurship Division and Organizational Behavior Division, the Babson-Kauffman Conference, the American Marketing Association, and the International Association for Conflict Management; in 2008 he received AMJ's "Best Reviewer" Award (2008), and in 2009 the Entrepreneurship Division's "Thought-Leader" prize. He served as an Associate Editor of Management Science and has been an editor for numerous other publications that include the Journal of Personality and Social Psychology, Human Resource Management Review, the Journal of Business Venturing, the International Journal of Conflict Management, and Motivation and Emotion. He currently serves on the Editorial Boards of the top journals in entrepreneurship, business and psychology. Prof. Baron is a Fellow of the Society of Industrial and Organizational Psychology, the Association for Psychological Science, and the American Psychological Association. Robert received his Ph.D. and Masters degrees from the University of Iowa, and his undergraduate degree Magna Cum Laude from the City University of New York. He has served as a Visiting Professor to numerous universities that include the University of Oxford, Princeton University, University of Texas – Austin, University of Minnesota, and the University of Washington. He holds three patents, and was the founder and CEO of Innovative Environmental Products, Inc.



### **Dr. Bruce Barringer**

*Professor*

*Johnny D. Pope Chair in Entrepreneurship*

Bruce Barringer, Ph.D. is the Johnny D. Pope Chair in Entrepreneurship in the Spears School of Business at Oklahoma State University. He is nationally recognized as an expert in entrepreneurship and strategy. He has authored the leading textbook in the nation on entrepreneurship. His books include *Entrepreneurship: Successfully Launching New Ventures*, *Preparing Effective Business Plans*, *The Truth about Starting a Business*, and *What's*

*Stopping You? Shatter the 9 Most Common Myths Keeping You From Starting Your Own Business*. Barringer is the author of the Wall Street Journal's Weekly Review on Entrepreneurship, which is distributed each week to educators, students, and entrepreneurs nationwide.



### **Dr. Vance Fried**

*Professor*

*Riata Professor of Entrepreneurship*

Vance H. Fried is Riata Professor of Entrepreneurship at Oklahoma State University. In addition to his current work on entrepreneurship in higher education, his research focuses on the venture capital industry and the management of firms financed by venture capital. He has published in several major journals including *Academy of Management Perspectives*, *California Management Review*, *Entrepreneurship Theory and Practice*, *Federal Communications Law Journal*, *Financial Management*, *Journal of Business Venturing*, *Journal of Small Business Management*, and *Journal of Private Equity*. Prior to joining the faculty at Oklahoma State, Fried worked as an attorney in private practice, executive of an independent oil company, and investment banker working with small and mid-cap companies. He received a B.S. in Finance from Oklahoma State University and a JD from the University of Michigan. He is also a CPA.



### **Ms. Patricia Henriques**

*Professor*

*Thoma Family Distinguished Clinical Professor in Entrepreneurship*

Patricia Henriques joins the School of Entrepreneurship as the Thoma Family Distinguished Clinical Professor in Entrepreneurship, beginning Fall 2011. Patricia is an accomplished entrepreneur and successful executive with over 30 years of experience in company growth, strategic business planning, business process re-engineering and financial management. As Principal of the Henlee Group, she works with executives

to develop sound business strategies for emerging, high growth and established companies. A relationship-driven entrepreneur, she led Management Alternatives for 20 years from inception to an industry-recognized, national leader in corporate relocation management and sold the company

in 2002. In addition to moving the Pittsburgh International Airport, her clients included the National Science Foundation, National Public Radio, Sprint, General Electric, and the Department of Defense, among others. Prior to her entrepreneurial ventures, she held management positions with the Washington D.C. law firm of Melrod, Redman & Gartlan, the Computer and Business Equipment Manufacturers Association, Cunningham & Walsh advertising in New York City and at Bank of America in Brussels and London. She taught English as a Second Language in Paris at Lanco, Ecole Privée. Henriques served as the Distinguished Visiting Entrepreneur in Residence at the Riata Center for Entrepreneurship at Oklahoma State University from 2009-2011, and is a Visiting Professor of Practice in Entrepreneurship at Simmons College School of Management in Boston. A graduate of Connecticut College, Henriques holds a bachelors degree in French.



### **William Joyce**

*Professor*

*Assistant Director of the Riata Center for Entrepreneurship*

William Joyce is the Assistant Director of the Riata Center for Entrepreneurship and currently teaches Introduction to Entrepreneurship at Oklahoma State University. He is a licensed attorney with broad experience in business litigation and transactional law. Most recently, William managed a St. Louis based non-profit organization providing mediation, dispute resolution, and consulting services. William received his

law degree from Washington University in St. Louis, where he was named a Danforth Scholar and served as associate editor of the Washington University Journal of Law and Policy. A Stillwater native, he also holds a BA in English from Oklahoma State.



### **Col. Kevin Kriner**

*Professor*

*Entrepreneur in Residence*

Col. Kriner is Professor and Head of Department of Aerospace studies at OSU. He has close to thirty years of experience in the military service, 10 of which have been in command positions. Col. Kriner has an interest in module and course development for our Entrepreneurship and the Military Sciences program. He will also play an active support role in our Veterans Entrepreneurship Program as well as our soon to be launched online MSE

program aimed at military personnel.



### **Dr. Brandon Mueller**

*Assistant Professor of Entrepreneurship*

Brandon Mueller is an Assistant Professor of Entrepreneurship. He recently received his Ph.D. in entrepreneurship and strategic management from Indiana University, where he developed and focused his primary research efforts on exploring opportunity recognition processes, entrepreneurial learning, and the development of entrepreneurial expertise. Prior to



returning for his Ph.D., Brandon was involved in several new venture startups, and worked as a consultant for both Accenture and the University of Iowa Research Foundation.



### **Dr. Rubin Pillay**

*Professor*

*Daniel White Jordan Clinical Professor of Entrepreneurship*

Rubin Pillay is the Daniel White Jordan Clinical Professor and Director of the Interdisciplinary Entrepreneurship Academy at the School of Entrepreneurship in the Spears School of Business. He is a family physician with a post graduate qualification in Clinical Pharmacology. He also holds a PhD (Bus. Adm) MBA and MSc (Health management). Prior to taking up his current position, he headed up programs in Health

Leadership at the McKenna School of Business, Economics and Government (Pa, USA) and the School of Business and Finance (Cape Town, South Africa). He has extensive international teaching and consulting experience and has published widely in the field of Strategic Health leadership. His current interests are in Interdisciplinary Entrepreneurship with a particular focus on the health sector.



### **Dr. Craig Watters**

*Professor*

*Carl Thoma Distinguished Clinical Professor in Entrepreneurship*

Craig Watters joins the School of Entrepreneurship as the Carl Thoma Distinguished Clinical Professor in Entrepreneurship, beginning Fall 2011. Craig is an accomplished scholar, educator, entrepreneur, manager, and economic developer. He comes to OSU from the top-ranked entrepreneurship program at Syracuse University, where he has led of portfolio of educational and community engagement initiatives. He has

worked with faculty across an array of disciplines on curriculum development and outreach programs related to creativity, innovation and entrepreneurship. Craig helped conceptualize and launch the highly successful South Side Entrepreneurial Connect Project, which has contributed to the transformation of an economically-challenged inner city community. He has served as assistant dean for advancement in the School of Information Studies at Syracuse, and director of its economic stimulus center, the I-Launch Pad. His research and community work led to his nomination for an economic development award from Senator Hillary Clinton in 2003 and travel to Ireland as part of Clinton's trade mission in 2002. A former manager at General Electric and the Syracuse Research Corporation, Craig has extensive experience in project management and contracts administration. In addition to his corporate experience, Craig has launched two successful ventures. His recent publications include "Inner City Engagement and the University: Interaction, Emergence & Transformation," Entrepreneurship and Regional Development, (2011). Craig holds bachelor's, master's of science and Ph.D. degrees from Syracuse University. His dissertation examined the impact of infrastructure on economic development in rural areas.



**Dr. Justin Webb**  
*Assistant Professor*

Justin Webb is an Assistant Professor of Entrepreneurship. He recently received his PhD in management from Texas A & M University, focusing his research on the contextual and individual influences on the entrepreneurship process and balancing the demands of strategy and entrepreneurship. Under the mentorship of Professors Duane Ireland and Mike Hitt, Dr. Webb has published in journals that include *Academy of Management Review*, *Entrepreneurship Theory and Practice*, *Journal of Management*, and *Business Horizons*. He is recognized as one of the

field's most promising young scholars.



**Dr. Thomas Westbrook**  
*Adjunct Professor*

Tom is the Vice President of Jacobson Oil Enterprises, LLC and sales consultant for Oklahoma Credit Wholesale. He has been a ghostwriter of three nonfiction books, a producer of a series of videos for Eckerd Youth Alternatives, and editor and publisher of Connections magazine. A former pastor of the University Heights Baptist Church, Tom has extensive experience as a minister working with diverse audiences. Tom earned a Masters of Arts and a Ph.D. both in journalism from the University of Texas, a Masters of Divinity from the Southwestern Baptist

Theological Seminary, and a B.A. from Oklahoma Baptist University.



**Mr. Jon Wiese**  
*Riata Distinguished Professor of Entrepreneurial Practice*

Jon Wiese is a Riata Professor of Entrepreneurial Practice at the Spears School of Business, Oklahoma State University. Over the past 25 years, Jon has launched, acquired and profitably built more than a dozen businesses. Prior to joining OSU, he helped AT&T create one of the largest IPO's in history with the spin-out of Lucent Technologies. As President of Lucent's International Division, he created and launched new businesses in 30+ countries. While serving as CEO of Xeta Technologies,

that company was named one of the nation's fastest growing companies by Business Week, Fortune and Forbes for two consecutive years. Wiese was inducted into the OSU College of Business Hall of Fame in 2006 and serves on the boards of several private ventures.



## ADJUNCT AND CAMPUS WIDE FACULTY (Riata Faculty Fellows)



**James George**

*Adjunct Professor of Entrepreneurship*

James is an Adjunct Professor for EEE, as well as multiple other academic departments at the OSU-Tulsa campus. James earned his M.B.A from American Graduate School of International Management, Phoenix, Arizona, 1991; and his B.A from The University of Arkansas, Fayetteville, Arkansas 1986. James is the Founder and President of Fogue and Bates Inc, Café Cubana LLC, Habanos Acquisitions LLC, Direct Carson Operations Inc.

Prior to his business ventures, James was the Director of the International Division of Bridge Products Inc from 1991 to 1996.



**Dr. Steven Griggs**

*Adjunct Professor of Entrepreneurship*

Steven Griggs is currently an adjunct professor for the School of Entrepreneurships distance learning program. He has been extremely interested in being involved in the entrepreneurship activities at Oklahoma State University. Bringing innovation to market has been Dr. Griggs focus during his career in the aeronautical engineering industry. During 20 of his 27 years of professional experience as a corporate entrepreneur Dr. Griggs has coached hundreds of small businesses through all stages of commercialization in the business-to-business environment with large

companies. As a corporate entrepreneur, Dr. Griggs has worked for premiere aerospace centers for entrepreneurship such as the Lockheed Martin Skunk Works, the Northrop Grumman Advanced Technology Design Center, the Boeing Phantom Works, and the Vought Aircraft Advanced Development Programs where he developed and transitioned innovation into the marketplace targeting products 5 to 30 years in the future. Dr. Griggs has led teams through idea generation, value definition, market identification & development, product development, innovation roadmapping, funding source capture, and business plan development.



**William Paiva**

*Adjunct Professor of Entrepreneurship*

William Paiva has 20 years of venture capital, biomedical industry, and management consulting experience. In addition to his venture experience with Chisholm Private Capital and the Oklahoma Life Science Fund, Paiva served as a management consultant for the Life Sciences Industry Group at Pittiglio Rabin Todd & McGrath (PRTM) where he consulted with the top five pharmaceutical companies on product development and technology management projects. Paiva also served as an investment banking associate at JP Morgan in New York, providing strategic and investment banking advisory services

to Fortune 100 Health Care companies. Paiva holds a Ph.D. in Molecular Biology from the University of Oklahoma and an MBA from Dartmouth College's Amos Tuck School of Business.



### **Elizabeth Payne**

*Adjunct Professor of Entrepreneurship*

Elizabeth Payne is a licensed attorney currently teaching Introduction to Entrepreneurship at Oklahoma State University. For nine years Elizabeth acted as Counsel then VP of HR for Ed Gaylord's multibillion dollar private company. She led a department of 25 who managed HR, Benefit Plan Design, and Safety/Security for the growing list of Gaylord companies. Recruited to join fast growing technology company Advanced Financial Solutions, Payne served as VP of HR when Principal Financial Group awarded AFS one of the 10 Best U.S. Companies for insuring Employee Financial Security. Elizabeth has spoken at conferences and been featured in several national publications regarding innovative employment, reward and benefit strategies. Elizabeth has driven business development and channel sales for the top two public companies in the Financial Services Technology industry. She has served as a strategist, management consultant, and executive coach to clients in Technology, Fast Food Franchise, Rental Power, Weatherization and Law. Her current interest is in Interdisciplinary Entrepreneurship and Entrepreneurial Outreach at Oklahoma State University.



### **Derrick Wallace**

*Adjunct Professor of Entrepreneurship*

Derrick Wallace is the founder of The Juvo Group, a local Stillwater, Oklahoma start-up. The Juvo Group currently focuses on providing niche web solutions, but has a long-term vision of being an entrepreneurial incubator. Mr. Wallace received a B.S. in Electrical Engineering from Oklahoma State University and has over 10 years experience working in industry and business. He spent 5 years working at Nomadics (now ICx) in Stillwater where he designed and implemented new devices, collaborated on product development and marketing, and headed up web development. After leaving Nomadics, Mr. Wallace began working as an independent engineering consultant. This work eventually led to the formation of The Juvo Group. Now in the third year of growth at Juvo, Mr. Wallace currently teaches Introduction to Entrepreneurship at Oklahoma State University. His dual role serves to add relevance and passion to the classroom.



### **Darden Smith**

*Arts Entrepreneur in Residence*

Darden Smith is the Arts Entrepreneur in Residence. Darden is a songwriter, musician, and innovator. Darden has had several big hits in the music industry, including his latest project, "Marathon". He has also started his own label, Darden Music. Darden started a nonprofit organization in 2003 called "Be An

Artist Program” as a series of workshops to encourage students to explore creativity through songwriting. In melding his interests in music, education and community involvement, Smith forged “another career that has nothing to do with the music business,” he says. “Instead, it’s the essence of music – it’s creativity.”



**Dr. Melanie Page**

*Director Institute of Creativity and Innovation  
Entrepreneurship Faculty Fellow*

Melanie C. Page is a Riata Faculty Fellow in the School of Entrepreneurship where she directs the newly formed Institute for Creativity and Innovation. The goal of ICI is for OSU to be known as a creative campus in which all faculty, staff, and students are given the tools to reach their full potential. Paige received her Ph.D. in Quantitative Psychology from Arizona State University in 1998.

She is currently a professor in the Department of Psychology and Director of the OSU Institute for Creativity and Innovation (ICI) in the School of Entrepreneurship. Her research interests are mainly in prevention/intervention research; she works with colleagues across departments and colleges and her research collaborations have resulted in 3 million dollars in state and federal funding while at OSU. Recent publications appear in Journal of the American Dietetic Association, Journal of Pediatric Psychology, Early Childhood Research Quarterly & Children's Health Care. She is the recipient of numerous teaching awards including Regent’s Distinguished Teaching Award in 2005.



**Dr. Allen Apblett, Dept. of Chemistry**

*Entrepreneurship Faculty Fellow*

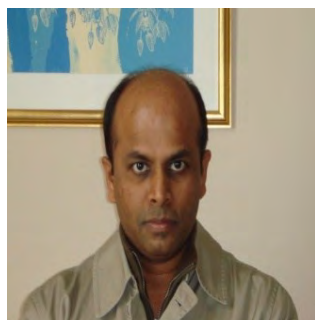
Allen Apblett received a B.Sc.(Honours) degree from The University of New Brunswick in 1984 and then graduate school at The University of Calgary under the supervision of Dr. Tristram Chivers where he received a Ph.D. in March 1989. He was awarded a Natural Sciences and Engineering Research Council Postdoctoral Fellowship that he took up at Harvard University in Dr. Andrew Barron’s research group. In 1991 he became an assistant professor at Tulane University and then moved to Oklahoma State

University in 1997. Among the awards that Dr. Apblett has received are the ACS Environmental Division Certificate of Merit, nomination as a member of Project Kaleidoscope’s Faculty for the 21st Century, a Mortar Board Award for Excellence in Teaching, the Governor General of Canada’s Medal, and a Lilly Endowment Teaching Fellowship and OSU’s College of Arts and Science Junior Faculty Excellence in Research Award. Last year he shared the honor of being OSU’s Entrepreneur of the Year award with Prof. Nicholas Materer. He has started three companies to commercialize OSU technology and has plans for two more. He has participated in the raising of approximately \$7.5 million in research funding since arriving at OSU. As a Riata fellow, Dr. Apblett is interested in assisting chemistry graduate students to become entrepreneurs and start their own businesses and to help any other students who are involved in Riata activities who require assistance with chemical technologies.



**Lloyd Caldwell, Department of Theatre**  
*Entrepreneurship Faculty Fellow*

Lloyd Caldwell is a Fight Director, Stunt Coordinator, and business consultant to the action entertainment industry. Through his company, Bladework, he has provided a wide variety of services to clients such as Universal Studios, British Actors Equity Association, Actionpact Amsterdam, Youngblood Ltd., and Broad Motion Entertainment (Los Angeles).. In a career spanning 30 years he has appeared off-Broadway and regionally, and in feature films and television. His fight choreography credits include the New Globe Theatre in London, The Donmar Warehouse, The Berlin Opera, the Banff Center for the Arts, the Stratford Festival in Stratford Ontario, and the Edinburgh Fringe Festival. His film and television credits include The Virginian, The Equalizer, Tour of Duty, and Red Hat. In June 2001 Lloyd completed a five year appointment as the Executive Director of IOSP/FDI, the international service organization for fight directors and stunt people. Lloyd is a member of the Theatre Faculty of Oklahoma State University, and co-teaches a course in Arts Entrepreneurship for the Entrepreneurship Program at the Spears School of Business. He recently was awarded the Riata Faculty Fellowship in Entrepreneurship at Oklahoma State University



**Dr. J. Cecil, Dept of Industrial Engineering**  
*Entrepreneurship Faculty Fellow*

Dr. Cecil is an Associate Professor in the School of Industrial Engineering and directs Center for Information Based Bioengineering and Manufacturing (CINBM). His research and teaching interests are in Information Centric Engineering including design of cyber physical systems, adoption of virtual prototyping and distributed computing frameworks for collaborative manufacturing. Dr. Cecil's current research projects deal with ICE themes for various process domains including micro / nano assembly, bio cell manipulation and small satellite assembly. Current and past funding sponsors include the National Science Foundation, Sandia National Laboratories, the Missile Defense Agency and the Air Force Research Laboratory. He is also a pioneer in the design and use of Virtual Learning Environments for engineering education. His recent interests include creation of Information Centric frameworks for engineering entrepreneurship contexts including developing curriculum aimed at encouraging software oriented entrepreneurial activities (including products emphasizing virtual reality tools for emerging markets and process domains including micro / nano, healthcare and bio systems). Dr. Cecil has a background in both Mechanical and Industrial Engineering; his doctoral degree is in Industrial Engineering from Texas A&M University.



**Dr. Julie Croff, Dept. of Education and Public Health**  
*Entrepreneurship Faculty Fellow*

Dr. Croff is trained in public health and has an interest in social entrepreneurship. Her research focuses on the link between alcohol



use/abuse and risky sexual behavior. She is working with the Riata Fellowship program to create international field training opportunities in health education and promotion for students in partnership with the University of Western Cape in Capetown, South Africa; to define and publicize the definition of health entrepreneurship; and the creation of a course in health entrepreneurship.



**Dr. Catherine Curtis, College of Human Science**

*Entrepreneurship Faculty Fellow*

Dr. Catherine Curtis is an Assistant Professor in the School of Hotel and Restaurant Administration. She received a PhD in Hospitality Management Education, a MS in Hospitality and Tourism Management, and a BM in Music Education. She has taught courses in Organizational Behavior, Hospitality Accounting, Management, Leadership, as well as courses in Food and Wine. Catherine has over fifteen years of industry experience focused in beverages, multi-unit management, and accounting and is looking to integrate this experience in a course focused on

entrepreneurialism in the hospitality industry.



**Dr. Steve Harrist, College of Education**

*Entrepreneurship Faculty Fellow*

Steve Harrist holds the Hyle Family Endowed Professorship in K-20 Leadership and is Associate Head of the School of Applied Health and Educational Psychology at Oklahoma State University. He is Director of the McKnight Leader Scholar Program and Co-director of the OSU Leadership Minor. His Ph.D. is in clinical psychology from the University of Tennessee and his scholarly interests include philosophical psychology, ethical theory, and motivation for leadership

and academic success. He is the 2011 Program Chair for Division 24 of the American Psychological Association and received awards for OSU Outstanding Service Learning Faculty 2010, OSU Outstanding Faculty Study Abroad Leader 2008, and the OSU Regents Distinguished Teaching Award 2004. He is a Riata Faculty Fellow in Entrepreneurship and is collaborating with faculty in the OSU School of Entrepreneurship in the Spears School of Business to incorporate entrepreneurship coursework into the OSU Leadership Minor.



**Dr. James D. Hess, School of Health Sciences**

*Entrepreneurship Faculty Fellow*

Dr. James D. Hess currently serves as the Vice President and Chief Operating Officer of the Oklahoma State University Center for Health and is also an Assistant Professor of Family Medicine. As a fellow, Dr. Hess will focus on program development and research with the aim of creating an entrepreneurial culture within the health profession.



**Dr. Derina Holtzhausen, School of Media & Strategic Communication**  
*Entrepreneurship Faculty Fellow*

Derina Holtzhausen (Ph.D. University of Johannesburg; M.A. University of South Africa; B.A. University of Pretoria) is professor and director of the School of Media and Strategic Communications at Oklahoma State University. Dr. Holtzhausen joined OSU in July 2008 after serving for 11 years at the University of South Florida as graduate studies director and associate professor. She teaches courses in public relations, strategic communication management, and research at undergraduate and graduate level and serves as the editor of the *International Journal of Strategic Communication*. Before joining the University of South Florida in 1997, Dr. Holtzhausen, a native South African, practiced communication in that country for 25 years, including as a journalist, a partner in an advertising and publicity agency, and a communication executive in both the public and private sectors. She is a recipient of the Pathfinder Award from the U.S. Institute of Public Relations for her original research agenda on postmodern public relations and is a fellow of the Journalism Leadership in Diversity (JLID) program of the AEJMC/ASJMC. Since moving to the United States she has published 18 articles and book chapters and presented more than 30 papers.



**Dr. Kaan Kalkan, Dept. of Mechanical Engineering**  
*Entrepreneurship Faculty Fellow*

Dr. Kalkan joined Oklahoma State University in 2006 as an Assistant Professor in Mechanical Engineering. Previously, he held Research Associate position at the Center for Nanotechnology Education and Utilization at Penn State University for 5 years. During this period, he also co-founded NanoHorizons, Inc. The company's nanoscale antimicrobial additives are marketed globally to customers in the apparel, health care, and coatings and plastics industries under the SmartSilver® brand. Dr. Kalkan earned his M.S. degree in Mechanical Engineering and Ph.D. degree in Engineering Science both at Penn State University. Dr. Kalkan's active research is centered around molecule-nanoparticle interactions as well as engineered nanoparticle-nanoparticle(nanowire) conjugate systems with unique functionalities, applied to trace-level detection, single-molecule spectroscopy, bioimaging, photoswitching, and energy harvesting. He is the inventor of 13 US Patents, which have been licensed by companies, such as LG Phillips, Balzers, Solarity, and NanoHorizons. Dr. Kalkan has also led the commercialization of his technologies in funded projects in collaboration with various companies including TechnoSciences, AMETEK Oil & Gas, and ICx Nomadics.



**Dr. Lin Liu, Center for Veterinary Health Sciences**  
*Entrepreneurship Faculty Fellow*

Dr. Lin Liu is a Regents Professor and Director of Lung Biology and Toxicology Lab in the Department of Psychological Sciences, a branch of the OSU Center for Veterinary Health Sciences. Dr. Liu is currently engaged in developing joint undergraduate and graduate programs between the Schools of Entrepreneurship and Veterinary Biomedical Sciences. His goal is the creation of entrepreneurial veterinary practitioners and veterinary

biomedical scientists.



**Dr. Dale Maronek, Dept. of Horticulture and Landscape Architecture**  
*Entrepreneurship Faculty Fellow*

Dr. Maronek has more than 30 combined years of commercial horticulture and landscape industry management as well as university research, teaching, extension and administration experience. He also serves as Director of the statewide Oklahoma Botanical Garden and Arboretum system (one of only two in the U.S.) and the OSU Botanical Garden. He is a liaison to numerous

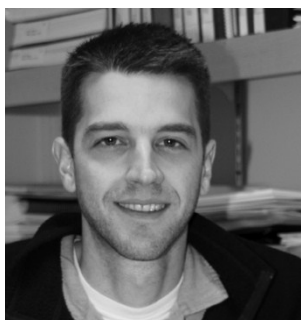
horticultural and landscape enterprises and on the Board of Directors of several agricultural organizations. His publications include refereed research journal articles, book chapters, research reports and popular press articles related to plant production, propagation, marketing; stress physiology, and urban agriculture.



**Dr. Nick Materer, Dept. of Chemistry**  
*Entrepreneurship Faculty Fellow*

Dr. Materer has been in the Department of Chemistry at Oklahoma State University since August 1998. He received his Ph.D. in 1995 from the University of California, Berkeley and completed a postdoctoral fellowship at the University of Colorado. He completed a Bachelor of Science in Chemistry with Honors at the University of Missouri-Columbia. Dr. Materer has published over forty papers in pre-reviewed journals and my research program

is focused on the chemistry and physics at interfaces. With the School of Entrepreneurship, He plans on using his expertise to help convert scientific advances into new commercializable technologies.



**Nathan Richardson, School of Architecture**  
*Entrepreneurship Faculty Fellow*

Nathan Richardson is an assistant professor in the School of Architecture. His work as a fellow will focus on establishing a cross-disciplinary academic collaboration between Architecture and the School of Entrepreneurship. Richardson's project, the Collaborative Understanding of



Built Enterprise (CUBE), examines the role of the entrepreneurial architect in the process of conceiving, designing, financing, constructing and inhabiting the built environment.



**Liz Roth, Dept. of Art**  
*Entrepreneurship Faculty Fellow*

Liz Roth is an Assistant Professor of Drawing, Painting and 2D Design in the OSU Department of Art. Roth is currently involved in teaching and the development of curricula for the Entrepreneurship and the Arts Program. Her current research also focuses on how to inspire arts majors to utilize their full potential to identify and exploit opportunities in a highly competitive yet “splintered” art market.



**Jane Talkington, Sustainability Scholar-in-Residence**  
*Entrepreneurship Faculty Fellow*

Jane Talkington is the Sustainability Scholar-in-Residence housed in the William Spears School of Business at Oklahoma State University. She is considered by many as a cornerstone advocate of the sustainability movement in Oklahoma because of her dedication to higher education. Her love of innovations and sustainable solutions led her to RE-THINK all design of what we make and how we live.

Jane has worked as a sustainability researcher/writer/consultant in green building, energy efficiency, and urban planning but now follows the evolution of corporate sustainability. She has developed curriculum and taught sustainability classes in environmental science, green business, and green chemistry at UC Berkeley, OSU and OU.

Jane is “original orange,” a Stillwater native who returned to her indigenous roots to complete a Ph.D. in OSU’s Environmental Science Graduate Program with a specialization in Sustainability. She also has a B.S. in Marketing from OSU and a MBA from the University of Tulsa where she specialized in Entrepreneurship.



**Dr. Jason Vogel, Dept. of Biosystems and Agricultural Engineering**  
*Entrepreneurship Faculty Fellow*

Dr. Jason Vogel is an Associate Professor in the OSU Biosystems and Agricultural Engineering Department and Extension Storm Water Specialist. Dr. Vogel is part of the Green Entrepreneurship Initiative of the School of Entrepreneurship and is currently engaged in program development in the area as well as research aimed at developing environmentally friendly and sustainable storm water management systems.

## PhD CANDIDATES



**Eric Arseneau**

*Entrepreneurship PhD Candidate*

Eric Arseneau is currently a Ph.D. candidate in the School of Entrepreneurship at OSU. Born and raised in Central Illinois, Eric received his MBA from Eastern Illinois University. As a graduate assistant for the College of Business, Arseneau tutored students taking statistics, published an article in the Journal of the North American Management Society, and volunteered time as a SCORE counselor. After graduating, he worked for a large medical coding and billing company, in which he provided data analysis in a variety of contexts. Some of Arseneau's personal interests include technology, reading business magazines, and playing/watching sports.



**Blakely Davis**

*Entrepreneurship PhD Candidate*

Blakely Davis is currently a PhD student in the area of entrepreneurship at Oklahoma State University. He began developing his strong interest in the area of entrepreneurship by working for his father, throughout his formative years, in several entrepreneurial ventures. He then went on to pursue a BBA in business management from Texas Tech University which he completed in the fall of 2008. During this time, Davis became quite intrigued by the entrepreneurship courses which were offered and also sought growth through heavy involvement in multiple campus organizations and the outside community. Upon completion in the fall of 2008, he found employment within the financial industry where he worked in the area of subprime lending. However, he did not yet feel satisfied and began to feel a need to discover more about the academic study of entrepreneurship. In order to fulfill this need, he next pursued his MBA at Texas Tech University where he concentrated in the areas of entrepreneurship and marketing. Under the supervision of the entrepreneurship faculty, Davis became even more interested in the subject matter and came to the realization that the study of such would be his life passion. This became especially apparent during an internship at BNSF railway where he worked in the area of strategic sourcing. Due to his academic study and high level of curiosity, he found himself very intrigued by company strategies and constantly feeling the urge to question norms. He completed his studies at Texas Tech University in the spring of 2011 and is truly enthralled by his current career path of becoming a researcher in the area of entrepreneurship.



**Rebecca Franklin-Bryant**

*Entrepreneurship PhD Candidate*

Rebecca Franklin Bryant is a 2<sup>nd</sup> semester Ph.D. Candidate, recently received publication acceptance in *Entrepreneurship Theory and Practice*, one of the top journals in the field of entrepreneurship. Rebecca reviews for

*Entrepreneurship Theory and Practice* and presented as a single author at the 2009 World Congress on Positive Psychology. As an entrepreneur and business owner, Rebecca was honored in *Oklahoma Magazine's* "Top 40 Under 40," *The Journal Record's* "Achievers Under 40," and *Urban Tulsa's* "Top Movers and Shakers." A founding member of Young Professionals of Tulsa and past president of Tulsa Now, Rebecca remains an active leader in her community as Mayoral appointee to the City of Tulsa's Economic Development Commission and member of Leadership Tulsa. Rebecca received her Master of Science degree at Oklahoma State University in 2000 and her Bachelor of Science degree at Middle Tennessee State University in 1996.



**Jun Fu**

*Entrepreneurship PhD Candidate*

Jun Fu is a Ph.D. student in the School of Entrepreneurship at Oklahoma State University. Prior to her arrival in Stillwater, she earned a M.B.A. from the Simon School at University of Rochester, and a M.S. in Industrial Technology from Southeastern Louisiana University. Fu has worked for Aviation Industry Corporation of China. Fu's track record includes driving successful improvements on large-scale manufacturing processes, and utilizing technologies and methodologies to create effective and efficient

operations.



**Chris Pryor**

*Entrepreneurship PhD Candidate*

Chris Pryor is a Ph.D. candidate in the School of Entrepreneurship at OSU. He obtained his MBA from OSU last winter, and he's been active in OSU's School of Entrepreneurship at various levels since its inception, including travelling to South Africa to coordinate the 2009 EESA program. Before enrolling at OSU, he worked several years in newspaper journalism as a designer, reporter and editor before joining The Dallas Morning News as an assistant news editor in 2007. Pryor obtained a B.A. in journalism from the

University of Oklahoma in 2004, and he also studied Middle Eastern history and Arabic. While at OU, Pryor was editor-in-chief of a campus political magazine, The Fountainhead.

## Exhibit XV: Publications and Research (Last Six Years)

A critical component of leadership in entrepreneurship education is scholarly activity. At Oklahoma State University, we strive to be a home for thought leaders. Importantly, we set high standards in terms of research productivity, and expect our faculty to publish their work in the top journals. Just as vital is the need for research that informs entrepreneurial practice---affecting the ways venture creation and growth are approached. Our faculty members have also been very productive in publishing textbooks that affect how entrepreneurship is taught, including two of the leading introductory textbooks in the field of entrepreneurship. Below is a summary of faculty publications over the past five years.

### Dr. Robert Baron

*Professor*

**Robert Baron**, 2011 "Opportunity Recognition: Evolving Theoretical Perspectives," in H. Lundstrom & F. Lohrke (eds.), *Historical Foundations of Research*, Edward Elgar Publishing.

J.H. Neuman and **Robert Baron**, 2011, "Workplace bullying: A social interactionist perspective." In S. Einarsen, H. Hoel, D. Zapf and C.L. Cooper (eds.), *Workplace bullying: Development in theory, research and practice*, (2nd).

**Robert Baron**, J. Tang, 2011, "Positive Affect, Creativity, and Innovations in New Ventures: A Moderated Mediation Model," *Journal of Business Venturing*, 26, 49-60.

**Robert Baron**, R.A. Henry, 2010, ""Entrepreneurship," in S. Zedeck (ed.), *Handbook of Industrial-Organizational Psychology*, American Psychological Association, 1, 241-275.

S. Nambisan, **Robert Baron**, 2010, "Different Roles, Different Strokes: Organizing Virtual Customer Environments to Promote Two Types of Customer Contributions," *Organizational Science*, 21, 554-572.

**Robert Baron**, 2010, "Effectual Versus Predictive Logics in Entrepreneurial Decision Making: Differences Between Experts and Novices. Does Experience in Starting New Ventures Change the Way Entrepreneurs Think? Perhaps, But for Now "Caution" is Essential," *Journal of Business Venturing*, 24, 310-315.

**Robert Baron**, R.A. Henry, 2010, "How Entrepreneurs Acquire the Capacity to Excel: Insights from Basic Research on Expert Performance," *Strategic Entrepreneurship Journal*, 4, 49-65.

**Robert Baron**, 2010, "Job Design and Entrepreneurship: Why Closer Connections = Mutual Gains," *Journal of Organizational Behavior*, 30, 1-10.

**Robert Baron**, 2009, ""Opportunity Recognition: Evolving Theoretical Perspectives," in H. Lundstrom & F. Lohrke (eds.), *Historical Foundations of Research*, Edward Elgar Publishing.

K. Hmieleski, **Robert Baron**, 2009, "Entrepreneurs' Optimism and New Venture Performance: A Social Cognitive Perspective," *Academy of Management Journal*

M.A. Uy, M.D. Foo, **Robert Baron**, 2009, "How do Feelings Influence Effort? An Empirical Study of Entrepreneurs' Affect and Venture Effort," *Journal of Applied Psychology*, 94, 1086-1094.

S. Nambisam, **Robert Baron**, 2009, "Virtual Customer Environments: Testing a Model of Voluntary

Participation in Value Co-Creation Activities," *Journal of Product Innovation Management*

**Robert Baron**, J. Tang, 2009, "Entrepreneurs' Social Competence and New Venture Performance: Evidence on Potential Mediators and Cross-Industry Generality," *Journal of Management*, 35, 282-306.

K. Hmieleski, **Robert Baron**, 2008, "A Contextual Study of Entrepreneurial Self-Efficacy," *Strategic Entrepreneurship Journal*, 2, 57-72.

K. Hmieleski, **Robert Baron**, 2008, "Regulatory Focus and the Exploitation of Dynamic Entrepreneurial Opportunities: A Moderated Mediation Study," *Strategic Entrepreneurship Journal*, 2, 285-300.

**Robert Baron**, N. Branscombe, D. Byrne, 2008, "Social Psychology, 12th Edition," *Allyn & Bacon*

**Robert Baron**, 2008, "The Role of Affect in the Entrepreneurial Process," *Academy of Management Review*, 33, 328-340.

**Robert Baron**, 2007, "'Cognition and Affect: Invaluable Tools for Answering 'Why,' 'How,' and 'What' Questions About Entrepreneurs and the Entrepreneurial Process," in M. Minitti, M. Minitti, A. Zacharakis, & S. Spinelli (eds.), *Entrepreneurship*, Praeger, 21-40.

**Robert Baron**, S. Pozzebon, 2007, "'De la Performance à l'agression en milieu de travail," in S. Saint-Onge & V. Haines (eds.), *Gestion des Performance au Travail: Bilan des Connaissances*, De Broeck & Larcier

J. Greenberg, **Robert Baron**, 2007, "Behavior in Organizations, 9th Edition," *Prentice-Hall*

**Robert Baron**, 2007, "Behavioral and Cognitive Factors in Entrepreneurship: Entrepreneurs as the Active Element in New Venture Creation," *Strategic Entrepreneurship Journal*, 1, 167-182.

**Robert Baron**, S. Shane, 2007, "Entrepreneurship: A Process Perspective," *SouthWestern/Thomson* (2nd)

Y. Ling, H. Zhao, **Robert Baron**, 2007, "Influence of Founder CEO's Personal Values on Firm Performance: Moderating Effects of Firm Age and Size," *Journal of Management*, 33, 673-696.

S. Nambisan, **Robert Baron**, 2007, "Interactions in Virtual Customer Environments: Implications for Product Support and Customer Relationship Management," *Journal of Interactive Marketing*, 21, 42-62.

**Robert Baron**, D. Byrne, D. Branscombe, 2007, "Mastering Social Psychology," *Allyn & Bacon*

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E. Ozgen, **Robert Baron**, 2007, "Social Sources of Information in Opportunity Recognition: Effects of Mentors, Industry Networks, and Professional Forums," *Journal of Business Venturing*, 22, 174-192.

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**Robert Baron**, G.D. Markman, M. Bollinger, 2006, "Exporting Social Psychology: Effects of Attractiveness on Perceptions of Entrepreneurs, Their Ideas for New Products, and Their Financial Success," *Journal of*

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**Robert Baron**, M.D. Ensley, 2006, "Opportunity Recognition as the Detection of Meaningful Patterns: Evidence from Comparisons of Novice and Experienced Entrepreneurs," *Management Science*, 52, 1331-1344.

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**Robert Baron**, 2005, ""Social Capital," in M.A. Hitt & R.D. Ireland (eds.), *The Blackwell Encyclopedia of Management: Entrepreneurship*," *Blackwell Publishing*, 224-226.

**Robert Baron**, G.D. Markman, 2005, ""Toward a Process View of Entrepreneurship: The Changing Impact of Individual Level Variables Across Phases of New Venture Development," in Rahim, Golembiewski, & Mackenzie (eds.), *Current Topics in Management*," *Transaction Publishers*, 4, 45-64.

G.D. Markman, **Robert Baron**, D.B. Balkin, 2005, "Are Perseverance and Self-Efficacy Costless? Assessing Entrepreneurs' Regretful Thinking," *Journal of Organizational Behavior*, 26 (1), 1-19.

**Robert Baron**, M. Kalsher, 2005, "Psychology: From Science to Practice," *Allyn & Bacon, Inc.*

**Robert Baron**, D. Byrne, N. Branscombe, 2005, "Social Psychology," *Allyn & Bacon* (11th)

### **Dr. Bruce Barringer**

*Professor*

**Bruce Barringer**, "Entrepreneurship: Successfully Launching New Ventures" 4<sup>th</sup> edition. 2011

Z. Zhang, **Bruce Barringer**, 2010, "Alliance Experience and Service Quality," *Journal of Business and Policy Research*

**Bruce Barringer**, 2009, "The Truths About Starting a Business," *Financial Times*

Z. Zang, **Bruce Barringer**, D. Tzabbar, 2008, "Alliances and Customer Dissatisfaction," *Journal of Applied Management and Entrepreneurship*, 13 (3), 35-46.

**Bruce Barringer**, A. Gresock, 2008, "Formalizing the Front-End of the Entrepreneurial Process Using the Stage-Gate Model as a Guide: An Opportunity to Improve Education and Practice," *Journal of Small Business and Enterprise Development*, 15 (2), 289-303.

**Bruce Barringer**, 2008, "Preparing Effective Business Plans: An Entrepreneurial Approach," *Financial Times*

**Bruce Barringer**, D. Ireland, 2008, "What's Stopping You? Shatter the Nine Most Common Myths Keeping You from Starting Your Own Business," *Financial Times*

**Bruce Barringer**, 2007, "Business Feasibility Analysis Pro," *Palo Alto Software, Inc.*



**Bruce Barringer**, R.d. Ireland, 2007, "Entrepreneurship: Successfully Launching New Ventures," *Prentice-Hall* (2)

**Bruce Barringer**, R. Jones, D.o. Neubaum, 2005, "A Quantitative Content Analysis of the Characteristics of Rapid-Growth Firms and their Founders," *Journal of Business Venturing*, 20 (5), 663-687.

### **Dr. Vance Fried**

*Professor*

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**Vance Fried**, 2009, "'Adding Value in Higher Education,' in Perspective," *Oklahoma Council of Public Affairs*, 16(1), 10-11.

**Vance Fried**, 2008, "Better-Than-Ivy Education: \$7,376 a Year," *Inside Higher Ed*, 2.

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D. Declerq, **Vance Fried**, 2007, "'Venture Capitalists' Communication and Commitment: A Practitioner's Perspective" in B.C. Clarysee, J. Roure, & T. Schamp (eds.), *Entrepreneurship and the Financial Community: Starting Up and Growing New Businesses*, *Edward Elgar*

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**Vance Fried**, 2005, "'Undercapitalization,' in M.A. Hitt & R.D. Ireland (eds.), *The Blackwell Encyclopedic Dictionary of Entrepreneurship*, *Blackwell Publishers*, 239-241.



**Dr. Michael Morris***Professor*

**Michael H. Morris**, D. Kuratko, M. Schindehutte, "Framing the Entrepreneurial Experience," *Entrepreneurship Theory and Practice*, (forthcoming).

**Michael H. Morris**, M. Schindehutte, C. Pryor (2012) *Entrepreneurship as Experience: How Events Create Ventures and Ventures Create Entrepreneurs*, Edward Elgar Publishing.

**Michael H. Morris** and Donald F. Kuratko (2012) *Encyclopedia of Entrepreneurship Research*, Third Edition, Chichester: John Wiley and Sons .

**Michael H. Morris**, 2012, "Ethnic Minority Entrepreneurship," in *World Encyclopedia of Entrepreneurship*, Leo-Paul Dana (editor), London:Edward Elgar.

**Michael H. Morris** and Galina Shirokova (forthcoming) "The Business Model and Firm Performance: The Case of Russian Food Service Ventures," *Journal of Small Business Management*.

**Michael H. Morris**, S. Coombes, J. Allen, J. Webb, 2011, "Behavioral Orientations of Nonprofit Boards as a Factor in Entrepreneurial Performances: Does Governance Matter?" *Journal of Management Studies*, 48 (4)

**Michael H. Morris**, J. Webb, R. Franklin, 2011, "Understanding the Manifestation of Entrepreneurial Orientation in the Nonprofit Context," *Entrepreneurship Theory and Practice*, 35 (5)

**Michael H. Morris**, C. Watters, M. Schindehutte, 2011, "Inner City Engagement and the University: Mutuality, Emergence & Transformation," *Entrepreneurship and Regional Development*.

**Michael H. Morris**, A. Kocak, 2011, "Entrepreneurial Exit and Re-entry: An Exploratory Study of Turkish Entrepreneurs," *Journal of Developmental Entrepreneurship*, 15 (4), 439-460.

**Michael H. Morris**, D. Kuratko, J. Covin, 2011, *Corporate Entrepreneurship and Innovation*, Cincinnati: Cengage Publishing, 3<sup>rd</sup> ed.

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**Michael H. Morris**, M. Schindehutte, 2010, "Entrepreneurial Marketing Strategy: Lessons from the Red Queen," *International Journal of Entrepreneurship & Innovation Management*, 11 (1)

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**Michael H. Morris**, M. Schindehutte, 2009, "Advancing Strategic Entrepreneurship Research: The Role of

Complexity Science in Shifting the Paradigm," *Entrepreneurship Theory & Practice*, 33 (1), 241-276.

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**Michael H. Morris**, 2007, "'Towards a Synthesis: A Model of Immigrant and Ethnic Entrepreneurship," in L-P Dana (ed.), *Handbook of Research on Ethnic Minority Entrepreneurs*, Edward Elgar Publishers

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**Michael H. Morris**, S. Coombs, 2007, "Antecedents and Outcomes of Entrepreneurship in a Non-Profit Context: Theoretical & Empirical Insights," *Journal of Leadership & Organizational Studies*, 13 (4), 1-38.

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**Michael H. Morris**, 2006, "'Implications of Business Transfer Patterns in a Developed Economy," White Paper, J. Snijders (ed.), *Entrepreneurship in the Netherlands*, Dutch Ministry of Economic Affairs (8th)

**Michael H. Morris**, M. Schindehutte, J. Allen, 2006, "Balanced Management Control Systems as a Mechanism for Achieving Corporate Entrepreneurship," *Journal of Managerial Issues*, 18 (4), 468-495.

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**Michael H. Morris**, 2006, "Forward to 'Entrepreneurship in Pacific Asia' by L.P. Dana," *World Scientific*

**Michael H. Morris**, M. Schindehutte, J. Allen, 2006, "Is the Business Model a Useful Strategic Concept: Conceptual, Theoretical, & Empirical Insights," *Journal of Small Business Strategy*, 17 (1)

**Michael H. Morris**, N. Miyasaki, C. Watters, 2006, "The Dilemma of Growth: Understanding Venture Size Choices of Women Entrepreneurs," *Journal of Small Business Management*, 44 (2), 221-244.

**Michael H. Morris**, D. Ireland, D. Kuratko, 2006, "The Entrepreneurial Health Audit: Preparing Firms for Corporate Entrepreneurship," *Journal of Business Strategy*, 27 (1), 10-17.

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**Michael H. Morris**, T. Ingram, R. Laforge, A. Harris, E. Jones, 2005, "Strategic Sales Leadership: Breakthrough Thinking for Radical Results," *Texere/Thomson*

**Michael H. Morris**, M. Schindehutte, J. Allen, 2005, "The Entrepreneur's Business Model: Toward a Unified Perspective," *Journal of Business Research*, 58 (6), 726-735.

### **Dr. Rubin Pillay**

*Professor*

**Rubin Pillay**, 2010, "Strategies to Attract Prospective Students to the Nursing Profession," *International Journal of Nursing Education Scholarship*, 7 (1).

**Rubin Pillay**, 2010, "The Skills Gap in Nursing Management in South Africa: A Sectoral Analysis," *Journal of Nursing Management*, 18, 134-144.

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**Rubin Pillay**, 2008, "The Skills Gap in Hospital Management in the South African Public Health Sector," *Journal of Public Health Management and Practice*, 14 (5).

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**Rubin Pillay**, 2008, "Physician Perceptions of Managed Care Strategies, and Impact of These on Clinical Performance in the South African Private Health Sector," *Health Services Management Research*, 21 (1), 1-13.

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**Rubin Pillay**, 2008, Does the professional background and management training of hospital managers really matter? *Clinical Leader*. Vol 1 (2)79-85

**Rubin Pillay**, 2007, "A Conceptual Framework for the Strategic Analysis and Management of the Brain Drain of African Health Care Professionals," *African Journal of Business Management*, 1 (2), 026-033.

### **Dr. Justin Webb**

*Assistant Professor*

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## EXHIBIT XVI: Program Transferability

A key issue for us concerns the transferability of our program and lessons learned to other colleges and universities. Each year, we work closely with a number of other universities to help them with their programs, and typically to help them replicate aspects of what we are doing. We also share through our website, through the Experiential Classroom, and through the sessions and website contributions we make through USASBE. Below we have selected thirty elements of our program and rated each based on whether it had been transferred to other schools, could be transferred without undue expense or creation of new structures, or would be more difficult to transfer.

<b>Program Component</b>	<b>More Difficult to Transfer</b>	<b>Could Readily be Transferred</b>	<b>Has Been Transferred</b>
1. Overall Program Model		XX	
2. Creating an Entrepreneurship School or Department	XX		
3. Curriculum Model			XX
4. Design of Major and Minors			XX
5. Design of Courses			XX
6. Experience Portfolio Concept			XX
6. E. Dormitory			XX
7. Experiential Classroom			XX
8. E. Faculty Fellows		XX	
9. Women Entrepreneurs INSPIRE Symposium		XX	
10. Disabled Vets Program			XX
11. Cowboy Hatchery (incubator)			XX
12. Riata Business Plan Competition			XX
13. Cowboy Entrepreneurs Network			XX
14. University-wide Approach to Entrepreneurship			XX
15. Develop. of Research Faculty	XX		
16. Recognition of Top Scholars in the Discipline		XX	
17. CIE Scholars Program		XX	
18. Riata Internship Program			XX
19. Creativity Institute		XX	
20. Cowboy Bootcamps for Entrepreneurs			XX
21. East Central High School Entrepreneurship Magnet		XX	
22. Entrepreneurship Empowerment in South Africa Program			XX
23. Entrepreneur-in-Residence			XX
24. Entrepreneurship Club			XX
25. Faculty Staffing Model			XX
26. Technology Entrep. Initiative			XX
27. Cowboy E. Mentors Program			XX
28. Native American Entrep. Academy		XX	
29. Webinar Series for Women E's		XX	
30. Entrepreneurship Speaker Series			XX

## **Exhibit XVII: Marketing and Related Materials**

*In the pages that follow, we include copies of program materials marketing materials for programs and initiatives alluded to in some of the earlier sections of the nomination package.*



# MASTER PROGRAM FOR DISABLED VETERANS ENTREPRENEURSHIP PROGRAM

Saturday Feb. 4, 2012	Sunday Feb 5	Monday Feb. 6	Tuesday Feb. 7	Wednesday Feb. 8	Thursday Feb. 9	Friday Feb. 10	Saturday Feb. 11
<b>RESIDENCY BEGINS WITH REGISTRATION OPENING AT 11 A.M. Registration Desk (Atherton Lobby)</b>	<b>Breakfast @</b> Ranchers Club (7:00 – 8:15 a.m.)	<b>Breakfast @</b> Ranchers Club (7:00 – 8:15 a.m.)	<b>Breakfast @</b> Ranchers Club (7:00 – 8:15 a.m.)	<b>Breakfast @</b> Ranchers Club (7:00 – 8:15 a.m.)	<b>Breakfast @</b> Ranchers Club (7:00 – 8:15 a.m.)	<b>Breakfast @</b> Ranchers Club (7:00 – 8:15 a.m.)	<b>Breakfast @</b> Ranchers Club (7:00 – 8:15 a.m.)
	<b>Opportunities &amp; Great Business Concepts</b> Seminar Room, Conoco Phillips (8:30 – 10 am) Professor: Mike Morris	<b>The Business Plan &amp; Assessing the Market</b> Seminar Rm, Conoco Phillips, (8:30-10 am) Professor: Frank Moyes	<b>Understanding the Numbers</b> (8:30 – 10 a.m.), Professors: Mike Morris	<b>Financing Your Venture</b> Seminar Room, Conoco Phillips, (8:30-10:00) Professor: Jon Wiese	<b>Operations &amp; Your Operating Model</b> Seminar Rm., Conoco Phillips, (8:30-10:00) Professor: Mike Morris & Pat Henriques	<b>Building a Team: HR &amp; People Issues</b> Seminar Rm., Conoco Phillips (8:30-10:00) Professor: Bryan Edwards	<b>Legal Issues &amp; Entrepreneurial Ventures</b> Seminar Rm., Conoco Phillips (8:30-10:15) Professor: Dan Howard
	<b>Break (10 – 10:15)</b> <b>How Entrepreneurs Think</b> Seminar Rm., Conoco Phillips (10:15-noon) Professor: Mike Morris	<b>Break (10:00 – 10:15)</b> <b>Further Understanding Your Customers</b> Seminar Rm, Conoco Phillips, (10:15-noon) Professor: Mike Morris	<b>Break (10 – 10:15)</b> <b>Understanding Accounting (2 parallel)</b> Seminar Rm. & Halligan Rm., (10:15- noon) Vance Fried & Bill Elliott	<b>Break (10 – 10:15)</b> <b>Financing Your Venture</b> Seminar Room, Conoco Phillips, (10:15-12:00) Professor: Sue Malone	<b>Break (10 – 10:15)</b> <b>Product/Service Mix &amp; Communications</b> Seminar Room, Conoco Phillips (10:15-noon) Professor: Mike Morris	<b>Break (10 – 10:15)</b> <b>Managing Logistics &amp; Your Supply Chain</b> Seminar Rm, Conoco Phillips, (10:15-noon) Professor: Chad Autry	<b>Break (10:15 – 10:30)</b> <b>Leadership That Lasts</b> Seminar Room, Conoco Phillips (10:30 – noon) Professor: Ray Smilor
	<b>Lunch – Craig Room (12:00-1:00) Qdoba (sponsor)</b>	<b>Lunch – Click Hall (12:00-1:00) Arby's (sponsor)</b>	<b>Lunch – Click Hall (12- 1:00), (Pres. Hargis) Chick-Fil-A (sponsor)</b>	<b>Lunch – Click Hall (12:00-1:00) Taco Mayo(sponsor)</b>	<b>Lunch – Craig Room (12:00-1:00) Tex. Roadhouse (sponsor)</b>	<b>Lunch – Craig Room (12:00-1:00) Braum's (sponsor)</b>	<b>Lunch – Craig Room (12:00-12:30) Panera Bread (sponsor)</b>
	<b>The Truth About Entry Strategies</b> Seminar Room, Conoco Phillips, (1:00-2:45) Professor: Bruce Barringer	<b>Leveraging Resources, Mitigating Risks and Guerrilla Actions</b> Seminar Rm, Conoco Phillips, (1:00-2:30) Professor: Mike Morris	<b>Government Contracting by Disabled Veterans</b> Seminar Room, (1:00- 2:30), Larry Findeiss, Craig Watters	<b>Debt Financing for Your Venture</b> Seminar Rm, Conoco Phillips, (10:15-noon) Professor: Rose Washington	<b>Using Technology to Grow Your Business</b> Seminar Rm, Conoco Phillips, (1:00-2:45) Professors: Jim Burkman & Jason Nichols	<b>Five Critical Skills of Successful Entrepreneurs</b> Seminar Rm., Conoco Phillips, (1:00-2:45) Professor: Ray Smilor	<b>Final Venture Pitches</b> Seminar Room, Conoco Phillips (12:45-3:00)
	<b>Break (2:45 – 3:00)</b>	<b>Break (2:30-2:45)</b>	<b>Break (2:30-2:45)</b>	<b>Break (2:45-3:00)</b>	<b>Break (2:45-3:00)</b>	<b>Break (2:45-3:00)</b>	<b>Break (3:00-3:15)</b>
<b>The Entrepreneurial Experience</b> (4 – 5:45 p.m.), Seminar Rm., Conoco Phillips, Professor: Mike Morris	<b>Crafting &amp; Using a World Class Business Plan</b> , Seminar Rm, (3:00-5:00), Professor: Frank Moyes	<b>Making Your Venture Sustainable: Lessons from Good to Great</b> Seminar Rm., Conoco Phillips (2:45-4:00) Professor: Ken Eastman	<b>How to Set and Manage Prices</b> Seminar Room, Conoco Phillips, (4:30-5:30) Professor: Mike Morris	<b>Marketing Your Venture</b> Seminar Rm, Conoco Phillips, (2:45-4:15) Professor: Lee Manzer	<b>Guest Entrepreneur</b> Seminar Room, Conoco Phillips (3:00-4:00) Speaker: TBA	<b>Negotiation Strategy for Entrepreneurs</b> Seminar Rm, Conoco Phillips, (3:00-4:30) Professor: Andy Urich	<b>Final Venture Pitches</b> Seminar Room, Conoco Phillips (3:15-4:30)
<b>RECEPTION / DINNER: Murray Hall, 6-8:30, Emcee: N. Miyasaki, Speaker: Nate Waters, Keynote: Gen'l Robin Rand</b>	<b>Private Time</b>	<b>Guest Entrepreneur</b> Seminar Room, Conoco Phillips (4:00-5:30) Speaker: Scott Klososky	<b>Guest Entrepreneur</b> Seminar Room, Conoco Phillips (4:15-5:15) Speaker: Ron Siegenthaler	<b>Guest Entrepreneur</b> Seminar Room, Conoco Phillips (3:00-4:30) Speaker: Mike Whitaker	<b>Entrepreneurs with Disabilities: Assistive Technology Act</b> Seminar Rm., Conoco Phillips (4:00-5:00) Speaker: Linda Jaco	<b>Selling Your Ideas: How to Pitch</b> (4:30-5:30) Professor: Mike Morris, Pat Henriques and Ray Smilor	<b>Program Wrap Up and Pitch Feedback</b> Professor: Mike Morris (4:30-5:15)
	<b>Dinner @ Eskimo Joe's (6:00-7:30)</b>	<b>Dinner @ Smokey Pokey (6:00-7:30)</b>	<b>6:00 pm Dinner @ game</b>	<b>6:00 pm Dinner @ Hideaway</b>	<b>Dinner in Tulsa @ Tobey Keith's</b>	<b>Dinner @ Training Table (6:00-7:30)</b>	<b>CLOSING BANQUET &amp; GRADUATION, Keynote: General Gen'l Dennis Reimer</b>
	<b>Individual Work: Customer Analysis</b> Team Rooms,(8-10:00), Professor: Various	<b>Evening Session: Imagination &amp; Bus. Model Development</b> Professor: Darden Smith	<b>Basketball Game OSU vs. Iowa State Tipoff: 6:00pm</b>	<b>Financial Statements, HBDI Debrief, OKDRS Grants</b> , Team Rms,8:00-10:00 (Pat, Vance, Tom, D. Butcher)	Special evening in Tulsa at Toby Keith's hosted by the Tulsa Rotary; Meet the mentors	<b>Individual Work: Pitch Prep</b> Team Rooms (8:00-10:00) Professor: Various	<b>Click Hall, Conoco Phillips (6:00-9:00)</b>

***The School of Entrepreneurship at  
Oklahoma State University***

Presents

# Experiential Classroom XII



***"Education is not filling a bucket, but lighting a fire."  
--- William Yeats***

**Tulsa and Stillwater, Oklahoma  
September 22-25, 2011**

**Presented in Partnership with Indiana University**

**Co-sponsored by  
United States Association for Small Business and Entrepreneurship  
Coleman Foundation  
Foundation for Enterprise Development  
University of Colorado  
University of the Western Cape**

## PROGRAM SCHEDULE

### Thursday, September 22, 2011

MORNING TO 12:00 PM	Hotel Check In	Doubletree (DT) Hotel
11:45 TO 12:30	Transport to Atrium Helmerich ATRC Center	Vans Depart to OSU Helmerich ATRC
12:00 – 1:00 PM	On site Clinic Registration	ATRC Atrium Helmerich ATRC OSU-Tulsa
1:00-1:15 PM	Welcome: The Entrepreneurship Classroom Brought Alive  <b><i>Michael Morris &amp; Nola Miyasaki</i></b>	Large Auditorium Helmerich ATRC
1:15-2:45 PM	Is there Content in Entrepreneurship?  <b><i>Michael Morris</i></b>	Large Auditorium Helmerich ATRC
2:45-3:00 PM	Break	Lobby of Helmerich
3:00-4:30 PM	Helping Your Students Master Their Creativity  <b><i>Jeff Stamp</i></b>	Large Auditorium Helmerich ATRC
4:30-5:30 PM	Songwriting, Creativity, and Entrepreneurship  <b><i>Darden Smith</i></b>	Large Auditorium Helmerich ATRC
5:30-8:00 PM	Reception and University Welcome, with heavy hors d'oeuvres : sponsored by Cengage Learning	ATRC Atrium Helmerich Center OSU-Tulsa
7:00-8:00	Special Work Session for Coleman Fellows	Helmerich Auditorium
8:00 PM	Transport back to DoubleTree	Vans Begin to Depart to DT
8:15 PM	Group Case Preparation Time and Hospitality Room Open	Hospitality Room DT <b>The Governor's Suite, Room 1836</b>

## Friday, September 23, 2011

6:30 – 7:30 AM	Breakfast	DoubleTree Hotel Restaurant
7:30 – 7:45 AM	Transport to OSU-Tulsa	Vans Depart to OSU-Tulsa
8:00 - 9:40 AM	The Secrets of a Really Fantastic Lecture <b>Ray Smilor</b>	NH 118
9:40 - 9:55 AM	Break	
9:55-11:10 (two parallel sessions)	No More Bars or Restaurants: Great Student Ideas through the Venture Design Studio Approach <b>Alex Bruton</b>	NH 118
	What to Teach <u>Before</u> Your Business Plan Course <b>John Mullins</b>	NH 250
11:15-12:30 (group split in half for back to back sessions)	Conducting a Great Entrepreneurship Case Discussion <b>Dave Rosenthal</b>	NH 118
	Conducting a Great Entrepreneurship Case Discussion <b>Leyland Pitt</b>	NH 250
12:30-1:30 PM	Lunch (w/sample video) sponsored by Pearson/ Prentice-Hall	B.S. Roberts Room
1:30-2:45 PM (group split in half for back to back sessions)	Conducting a Great Entrepreneurship Case Discussion <b>Leyland Pitt</b>	NH 118
	Conducting a Great Entrepreneurship Case Discussion <b>Dave Rosenthal</b>	NH 250
2:45-3:30 PM	Tradecraft for Case Teaching; Setting a Contract and Designing a Strategy for Saturday Sessions <b>L. Pitt &amp; D. Rosenthal</b>	NH 250
3:30-3:45 PM	Break	
3:45-5:00 PM (three parallel sessions)	Small Business Consulting with Student Teams: Tips for Making It Work as a Course or Project <b>J. Wiese, C. Watters</b>	NH 118
	Reality versus Classroom: What Happens after Students Complete Entrepreneurship Courses and Programs <b>Alex DeNoble</b>	NH 250
	Building Successful Entrepreneurship Programs: Themes, Curriculum, Cross-campus, Community Outreach, Politics, Funding, Assessment & More <b>Michael Morris</b>	NH 108
5:00 – 5:15 PM	Transport to Doubletree	Buses Depart from OSU-Tulsa
5:00 - 6:00 PM	Special Work Session for Coleman Fellows	NH 108
5:15 – 5:45 PM	Private Time/Group Time	

5:45 PM	Departure for Blue Rose Café (relaxed dinner outside)	Buses Depart from DT
6:00 PM	Reception followed by dinner ( <i>sponsored by Beyster Institute and Foundation for Enterprise Development</i> )	Blue Rose Café
8:15 PM	Return to Doubletree; Prep. Time for Delegates	Hospitality Suite open, Governor's Suite, Room 1836

## Saturday, September 24, 2011

7:30 AM	Buses Depart for OSU Stillwater—breakfast on the bus	Doubletree Hotel
8:30 AM	Breakfast for Students	Spears School Lobby
9:00-10:45 AM	<b>Experiential Exercises with Video Filming</b>  <i>All delegates, Jeff Stamp, Jeff Lowenthal, Rebecca White, Vance Fried</i>	CLB 101, 100A, 103, 112, 106B, 114, 214 SSB Boardroom (435) Dean's Conf. Rm. (201)
10:45-11:00	Break	
11:00-12:30 PM (three parallel sessions)	How to Teach a Social Entrepreneurship Course: Empowering Students to Affect Social Change <i>Debbi Brock</i>  Teaching Opportunity Recognition to Students <i>Rebecca White</i>  Creating an Effective Learning Environment: It's about PEOPLE stupid! <i>Buddy LaForge and EEE Students</i>	Bus 123  Bus 124  Bus 234
12:30-1:30	Group Photo and Lunch (Briefing on the Simulation by Ernie Cadotte)----- <i>Those interested in employee ownership will have lunch with Tony Matthews</i>	Engineering (NRC) Atrium
1:30-2:45 (three parallel sessions)	All Roads Lead to the Business Model <i>David Newton</i>  Teaching Entrepreneurship to Art and Music Students <i>Kevin Woelfel &amp; Joe Roberts</i>  Renaissance in the Middle Ages: Growing an Entrepreneurial Culture in Public Education <i>Thomas Randolph and Matt Jelley</i>	Bus 018  Bus 123  Bus 235
2:45-4:00 PM (three parallel sessions)	Into the Fire: Using Business Plans to Create Amazing Class Experiences <i>A. DeNoble, D. Newton</i>  Priming Entrepreneurial Expertise: Creating and Enhancing Students' Entrepreneurial Thinking <i>Ron Mitchell &amp; Karl Vesper</i>  The Numbers Matter: Helping Faculty Teach and Coach Students on the Financials <i>Dileep Rao</i>	Bus 018  Bus 123  Bus 235

4:00-4:15	Break	
4:15-5:30 PM	<b>Keynote Session:</b> Entrepreneurship Education Challenge---Preparation, Determination, and Inspiration!  <b>Donald F. Kuratko</b>	Bus 018 (Auditorium)
5:30 PM	Transport to T Boone Pickens Stadium—Banquet	O'Club, Gallagher-IBA Arena
5:45-8:00 PM	Reception and Experiential Classroom Banquet	O'Club, Gallagher-IBA
8:00 PM	Buses back to Doubletree	Buses Depart from Arena

## Sunday, September 25, 2011

6:30 – 7:30 AM	Breakfast	DoubleTree Hotel Restaurant
7:00 -7:45 AM	Check out of Hotel Luggage Stored at DoubleTree or at OSU-Tulsa campus	DoubleTree Hotel
7:30- 7:45 AM	Transport to OSU-Tulsa campus	Vans Depart to OSU-Tulsa
8:00-9:50 AM (three parallel sessions)	Simulating the Venture Creation Experience in the Classroom: How to Use Simulation Games  <b>Ernie Cadotte</b>  Special Session on Integrating Employee Ownership into the Classroom and Resources Available from the Foundation for Enterprise Development  <b>Tony Mathews</b>  Patterns and New Directions in University-wide Entrepreneurship  <b>Rubin Pillay</b>	NH 243 – Computer Lab 40 computers  NH 150  NH 250
9:50-10:50 AM (three parallel sessions)	Advantages of Students Starting with a Venture Portfolio instead of a Business Plan  <b>Karl Vesper</b>  Linking the Classroom to Outreach: High Impact Approaches to Fostering Entrepreneurship in the Community  <b>Craig Watters and Emad Rahim</b>  Cool Experiential Tools that Work: Entrepreneurial Audits, Marketing Inventions, Interviews, Business Models and More  <b>Michael Morris</b>	NH 118  NH 150  NH 250
10:50-11:00 AM	Break	
11:00-12:00 PM	Critique and Feedback on the Videos and Teaching Approaches; Delegate Awards and Certificates	NH 150

	<b>Dave Rosenthal, Vance Fried, Ernie Cadotte, Craig Watters, Michael Morris</b>	
12:00 PM	Vans transport delegates back to Doubletree for those that need to go back to the hotel;	Vans Depart to DT
Saturday evening – Sunday noon	Delegates to put binders, etc. in UPS cartons provided and complete mailing labels to mail instruction materials to their homes	Student Lounge on First Floor of North Hall (to left from main entrance)
12:00 PM	Box Lunches Provided for Delegates	OSU-Tulsa Foyer
12:15 PM onward	<b>Transport to Tulsa Airport</b>	Vans to Depart DT as needed



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# Oklahoma State University

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# THE CREATIVITY, INNOVATION, AND ENTREPRENEURSHIP SCHOLARS PROGRAM

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A RECOGNITION OF EXCELLENCE

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The Creativity, Innovation, and Entrepreneurship (CIE) Scholars Program is a distinguished initiative developed to recognize and engage the top graduate students at OSU. Each year, up to 10 outstanding MBA students and a select number of students from graduate programs across campus are chosen based on an application and interview process. Selected individuals are awarded a \$5,000 scholarship over two semesters and plaque recognizing their service as a CIE Scholar. Selection criteria include previous academic performance and achievements, leadership experiences, extracurricular or community engagement activity, and unique life accomplishments. Students with academic interests in any discipline are welcome to apply.

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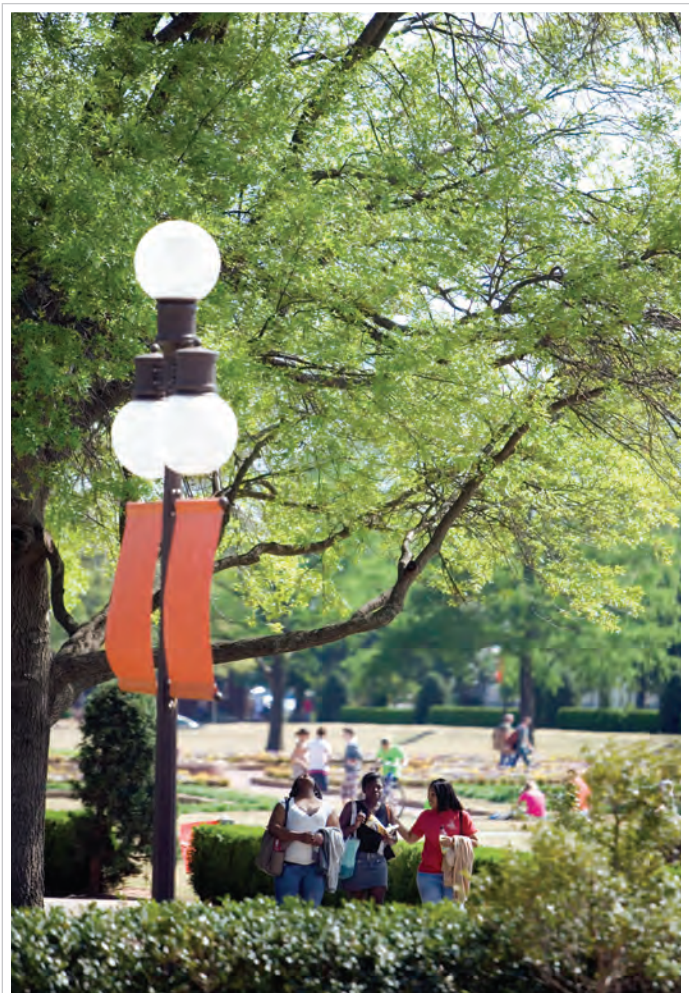
## THE CIE VALUES

The CIE Scholars program is intended to recognize and celebrate the best. The core values that underlie this program are excellence, innovativeness, creativity, responsibility for change, engagement in one's surroundings, personal integrity and strong moral character. These values are central to all aspects of the CIE program.

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## STUDENT ELIGIBILITY

To be eligible to serve as a CIE Scholar, students must be enrolled in the MBA Program of the Spears School of Business or another graduate-level program at OSU. Both full- and part-time students are considered, but students must be available to actively participate in all CIE-related activities and programs.



## FIRST AND SECOND YEAR SELECTIONS

A CIE Scholar is selected and serves for an academic year. A student who serves as a CIE Scholar in their first year of graduate enrollment is eligible to subsequently apply for the second year but no student can serve more than two years. Approximately half the CIE Scholars will be first-year students, the other half in their second year.



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## CIE SCHOLAR RESPONSIBILITIES

If chosen as a CIE Scholar, the student must fulfill the following responsibilities:

- Participate in a three-hour course in the fall semester focusing on experiential learning through engagement with creative, innovative and entrepreneurial projects;
- Serve as an ambassador for the School of Entrepreneurship and the Spears School of Business;
- Organize the annual CIE Scholars Creativity Forum. The forum can take any form determined by the CIE Scholars at the outset of the year. It can be a guest speaker, a field visit, a demonstration of student work, a symposium, a debate, a talent show or any other sort of event that reflects the interests and capabilities of OSU's most talented graduate students.

The student makes a commitment to fulfill these responsibilities at the time they are selected as a CIE Scholar. Any student who fails to meet these responsibilities will be removed from the program.

## SELECTION PROCESS AND COMMITTEE

The CIE Scholars is a competitive program. From April to June 1 each year, students will be invited to apply to become CIE Scholars. Application forms are available from Jan Analla in the MBA Office, Spears School of Business. A committee of Analla, the associate dean for graduate studies, the head of the School of Entrepreneurship, the executive director of the Riata Center, at least one former CIE Scholar, and (when available) our benefactors, will select students for interviews. Interviews will be held on a rolling basis depending on application date. All selection decisions will be made prior to the commencement of the fall semester each year.



## PROGRAM BENEFACTORS

The CIE Scholars Program is made possible by a generous donation from Dan and Tiffany Howard, both of whom are alums of the OSU MBA Program. Tiffany is the CEO of DitchWitch/Charles Machine Works and Dan is a prominent attorney in Oklahoma. In addition, the support of the Riata Center for Entrepreneurship and the Spears School of Business is integral to the ongoing success of the program.

## FOR MORE INFORMATION

If you have questions or would like additional information, please feel free to contact Jan Analla at (405) 744-2951 (e-mail: [jan.analla@okstate.edu](mailto:jan.analla@okstate.edu)) or Michael Morris at (405) 744-5357 (e-mail: [mhm@okstate.edu](mailto:mhm@okstate.edu)).

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THE **CREATIVITY, INNOVATION, AND ENTREPRENEURSHIP**  
**SCHOLARS PROGRAM**  
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# Make a difference in SOUTH AFRICA

Application deadline: March 1, 2012  
Program and Travel Dates: June 9–July 21, 2012



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## Lead Instructor



Dr. Mike Morris

## Earn 6 Hours of Credit

Entrepreneurship and Empowerment in South Africa is a life-changing experience, where students help historically disadvantaged entrepreneurs in the townships around beautiful Cape Town, South Africa. This special program is open to upper level undergraduate and graduate students regardless of major. Key requirements are a strong work ethic, emotional maturity, creative problem-solving ability and a desire to make a difference. Coached by three faculty members, OSU students pair with South African students on consulting teams assisting small businesses over six weeks to help make the ventures sustainable. Their ventures range from catering and arts and crafts businesses to community newspapers and small construction companies. A great experience to add to your résumé, as well as a once in a lifetime opportunity.

## Enrollment

Center for Executive and  
Professional Development  
208-S Business Building

## Courses

(6 credit hours)

EEE 4603/EEE 5603: Support Emerging Enterprises

EEE 4610/EEE 5610: Entrepreneur Field Experience

## Fee

\$3,975 + Airfare

OSU will assist in organizing your air travel but it is your responsibility to purchase your own ticket. Airfare is estimated at \$1,700. A deposit of \$400 will be charged to your bursar account at time of enrollment; the balance will be billed to your account on March 26, 2012.

## For More Info

[spears.okstate.edu/studyabroad](http://spears.okstate.edu/studyabroad)

[cinda.krout@okstate.edu](mailto:cinda.krout@okstate.edu)

[mhm@okstate.edu](mailto:mhm@okstate.edu)

## Engaging Students in Study Abroad and Travel

For other exciting travel options, visit [spears.okstate.edu/studyabroad](http://spears.okstate.edu/studyabroad) or call 405.744.5208 or 1.866.678.3933.

# WANTED:

YOUR PARTICIPATION  
IN THE SCHOOL OF  
ENTREPRENEURSHIP  
PROGRAMS INCLUDE:

ENTREPRENEURSHIP  
EMPOWERMENT  
IN SOUTH AFRICA

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EXPERIENTIAL  
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VETERAN'S  
ENTREPRENEURSHIP  
PROGRAM

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COWBOY BOOTCAMP

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WOMEN  
ENTREPRENEURS  
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CREATIVITY,  
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SCHOLARS

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MINOR IN  
ENTREPRENEURSHIP

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PHD IN  
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RIATA INTERNSHIP

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...AND SO MUCH MORE!

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FOR MORE INFORMATION, VISIT:

[ENTREPRENEURSHIP.OKSTATE.EDU](http://ENTREPRENEURSHIP.OKSTATE.EDU)



Spears School  
OF BUSINESS  
School of Entrepreneurship



# **Grow Your Own Business** **at the Riata Center for Entrepreneurship**

- > **Free Office Space**
- > **Business Mentoring & Support**
- > **Peer to Peer Networking**
- > **Shared Equipment**
- > **Desk w/ Computer for Each Business**
- > **Conference Room**
- > **File Storage**



## **cowboy idea hatchery**

**STUDENT BUSINESS INCUBATOR • SSB 405C**

**now accepting applications for 2011-2012 • space is limited**

**to apply, go to: <http://entrepreneurship.okstate.edu/hatchery>**



**Riata Center  
For Entrepreneurship**

Oklahoma State University  
Spears School of Business





# cowboy idea hatchery

**student business  
incubator • SSB 405C**

now accepting applications on a rolling basis • space is limited  
to apply, go to: <http://entrepreneurship.okstate.edu>



Riata Center For Entrepreneurship  
Oklahoma State University • Spears School of Business

# WHAT'S YOUR **BIG** **IDEA?**

## **RIATA BUSINESS PLAN COMPETITION**

Cool ideas are what start businesses.  
Then it takes a business plan.

Open to all OSU students. No business experience necessary.

**1<sup>ST</sup>**  
**\$25,000**

**2<sup>ND</sup>**  
**\$10,000**

**3<sup>RD</sup>**  
**\$5,000**

Submit your intent to compete by **Dec. 16, 2011** to  
[entrepreneurship.okstate.edu/competitions](http://entrepreneurship.okstate.edu/competitions)

**Need Help? Sign up for the Business Plan Lab, EEE 3020**

Finals on April 20th & 21st, 2012

For more information, call 744-7552 or email [bigidea@okstate.edu](mailto:bigidea@okstate.edu)

Presented by the School of Entrepreneurship and  
the Riata Center for Entrepreneurship

**Imagine > Believe > Create**

# Riata Entrepreneurial Internship Program

**Want to work at a fast-paced, entrepreneurial firm?  
Want to receive credit and get paid?**



**Riata Center  
For Entrepreneurship**  
Oklahoma State University  
Spears School of Business

- Hands-on experience working with business owners and entrepreneurs
- Learn what it takes to start and run your own business
- Open to upper-level undergraduate and graduate students

Application deadline for Spring 2012: **November, November 28, 2011**

To apply: **[entrepreneurship.okstate.edu/internship](http://entrepreneurship.okstate.edu/internship)**

For more information: **Call the Riata Center at 744.7552 or  
email [riatainternship@okstate.edu](mailto:riatainternship@okstate.edu)**

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creativity, innovation & entrepreneurship  
living and learning community:

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entrepreneurship and creativity

CIE LLC dorms offer students a COMMUNITY which pushes ENTREPRENEURIAL thinking, grows campus and community INVOLVEMENT, inspires them to ENGAGE their fellow students, and infuses CREATIVITY into their everyday lives.

CIE LLC residents are also provided access to world-renowned entrepreneurs and industry leaders, who serve as provocateurs and mentors.

Located in Booker Hall. To learn more, contact OSU Campus Life or visit <http://entrepreneurship.okstate.edu/cw/cie>

imagine > believe > create



Now Accepting Applications for

# RIATA ENTREPRENEURSHIP FACULTY FELLOWS

The OSU School of Entrepreneurship is pleased to announce the creation of the Riata Entrepreneurship Faculty Fellows. This unique program provides an opportunity for entrepreneurial faculty from any discipline or academic area to become jointly appointed in the School of Entrepreneurship. They retain their position in their home discipline, but serve for a 2- or 3-year renewable term in the School. As a Riata Entrepreneurship Fellow, a faculty member receives a small stipend, is able to utilize the resources of the School of Entrepreneurship, and becomes part of a network of faculty and others who are doing innovative, risk-taking and proactive activities.

Applications to become a Riata Entrepreneurship Fellow are accepted on a rolling basis, with up to five new fellows being accepted each year. To qualify, a faculty member needs to propose an initiative that reflects the interface between their own academic area and entrepreneurship. Proposals can center on any professional activity that the individual wants to pursue over the next few years, but these should fall into one of the following three categories:

- scholarly research or applied research projects, including technology development and artistic creations
- course development or modification
- activities related to entrepreneurial outreach and community engagement

Proposals will be reviewed by a committee that includes senior administrators, other faculty and fellows in the School of Entrepreneurship and the Director of the Riata Entrepreneurship Center.

Once a faculty member becomes a Riata Fellow, she or he joins the School of Entrepreneurship, and is welcome to participate in meetings, activities and initiatives of the School. He or she also is expected to become a representative of the School within their home department and college, and serve as an advocate for interdisciplinary entrepreneurship.

**To apply, go to [entrepreneurship.okstate.edu/](http://entrepreneurship.okstate.edu/), or please contact:  
Dr. Michael Morris, Professor and N Malone Mitchell Chair,  
Head of School of Entrepreneurship  
(405) 744-5357 - [mhm@okstate.edu](mailto:mhm@okstate.edu)**

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## OSU Announces New Riata Faculty Fellows

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The returning Riata Faculty Fellows include:

- James Hess, assistant professor of family medicine and chief operating officer for the OSU Center of Health
- Lin Liu, regents professor in the Department of Physiological Studies at the OSU Center for Veterinary Health Sciences
- Melanie Page, professor in the Department of Psychology and director of the OSU Institute for Creativity and Innovation
- Nathan Richardson, assistant professor in the School of Architecture
- Liz Roth, assistant professor in the Department of Art
- Jason Vogel, associate professor in the Department of Biosystems and Agricultural Engineering

The School of Entrepreneurship will be launching a new fellowship for doctoral/senior graduate students across campus in the near future. Also, OSU faculty members wishing to apply to become a Riata Faculty Fellow in 2012-2013 can find more information and the application form by visiting <http://entrepreneurship.okstate.edu/fellows>.



## Veterans Entrepreneurship Program

February 4 – February 11, 2012  
Oklahoma State University  
Stillwater, Oklahoma



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## A Unique Entrepreneurship Program for America's Heroes

The **Veterans Entrepreneurship Program (VEP)** provides a rigorous entrepreneurial learning and development opportunity for service disabled veterans and those who distinguished themselves in their military service. It is designed for veterans who are interested in starting a venture as a means to financial independence or have an existing business that they would like to grow profitably.

The evidence suggests a strong association between military service and successful entrepreneurship, and veterans tend to be more likely than non-veterans to start businesses. However, there is also evidence that the barriers to entry are higher and access to quality entrepreneurial training programs more limited for veterans with service-related disabilities. To support men and women who have served our country above and beyond the call of duty, and risked their lives for a world free from tyranny and terrorism, the VEP helps make the transition from military life to the entrepreneurial world a successful one.

The VEP offers a unique, highly innovative training program built around hands-on learning, personalized interaction and exposure to inspiring role models. Our purpose is to foster the creation of successful, profitable ventures. A team of world-class faculty, distinguished entrepreneurs and experts work closely with delegates, providing a challenging, interactive and informative experience. The program provides opportunities to develop entrepreneurial ideas while also learning leading edge concepts, tools and frameworks. Most importantly, VEP participants will learn how to apply these principles and tools to current or potential businesses.



**"This program gave me more useful information in one week than my first six years of college. This is ground-level, user-ready, experience-based training that gives the delegate a serious leg up in the business world, especially in the area of starting a business."** — Chris Redding

## VEP Specifics

At the heart of the VEP is an intense, eight-day training program at Oklahoma State University, which is a modified version of our successful Cowboy Entrepreneurs' Bootcamp for aspiring entrepreneurs. It will cover topical modules comprising the critical areas of success for new and early stage ventures. These eight days are preceded by a five-week self study component and are then followed by a ten-month period of mentorship and online peer-to-peer networking. This integrated model — a three phase program covering the key elements of successful entrepreneurship — offers an innovative and effective combination of focused, practical training in venture creation and growth, accompanied by a support structure for graduates of the program.

### VEP Phase I: Concept Development and Self Study December 1, 2011 – January 20, 2012

Over the initial five-week period, delegates will participate in a self-study curriculum developed for the VEP, facilitated by an online discussion and assessment module that will be moderated by entrepreneurship faculty from the Spears School. This phase enables delegates to work on development of business concepts and prepare for the Bootcamp to be held at the OSU Stillwater campus in early 2012. Those with existing businesses will work on understanding and shaping relevant business issues.

### VEP Phase II: VEP Bootcamp / February 4, 2012 – February 11, 2012

Like a military bootcamp, this eight-day residency in Stillwater, Oklahoma is intense, rigorous and demanding. It is an opportunity for hands-on learning and interaction with faculty, guest entrepreneurs, business experts and peer delegates. The Bootcamp exposes VEP participants to the "nuts and bolts" of business ownership through experiential workshops and lessons from world-class entrepreneurship faculty representing nationally ranked programs around the country.

### VEP Phase III: Mentoring and Venture Development March 2012 – December 2012

Delegates are provided with 10 months of ongoing mentorship from entrepreneurship experts at Oklahoma State University and online peer-to-peer networking. This phase of the VEP will enable delegates to get specific feedback regarding their ventures, provides access to professionals who can answer specific technical questions and offers extended hands-on support.

### Sample Topical Modules Include:

- Business Concepts — how do I know if my idea is a viable one?
- Business Plans — do I need one and how do I develop something that actually helps my business?
- Funding — how much money do I really need, and how do I get it?
- Marketing — what is the best way to define and reach my market, and how do I get the answers?
- Accounting — what do I really need to know about the numbers, and how do I use that information to make smarter decisions?
- Operations — what are the keys to service delivery, cost controls, dealing with suppliers, using the internet and other things that make the business work?
- Human Resources — what about employees, and the challenges of hiring, firing, outsourcing and staffing?
- Legal Issues — when should I hire a lawyer and how do I ask the right questions?
- ... and much more!



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# VEP Schedule

May 1, 2011 – October 1, 2011  
Applications are accepted for the VEP through midnight October 1, 2011

October 25, 2011  
Applicants are notified of admission or rejection on a rolling basis, with final notification to all applicants by this date. As we have limited spots, a signed commitment letter must be received by us within a week of acceptance.

December 1, 2011 – January 20, 2012  
Phase I — Self Study and Business Concept/Issues Development

February 4, 2012 – February 11, 2012  
Phase II — VEP Entrepreneurs’ Bootcamp — delegates arrive in Stillwater the morning of February 4th and depart on February 12, 2012.

March 1, 2012 – December 20, 2012  
Phase III — Follow up Mentoring and Business Development Support and Online Peer to Peer Networking

*Never give in — never, never, never, never, in nothing great or small, large or petty, never give in except to convictions of honour and good sense. Never yield to force; never yield to the apparently overwhelming might of the enemy.*  
— Winston Churchill

## Cost

The VEP is free to eligible veterans who are selected for the program. Travel expenses, lodging and meals for the Phase II Bootcamp are provided at no cost to each delegate. The costs of the VEP are underwritten by sponsors and private donors, with operations and program development provided by the School of Entrepreneurship and the Riata Center for Entrepreneurship at the Spears School of Business at Oklahoma State University.

## Eligibility

VEP targets candidates who meet the following three requirements:

- (1) Have separated from active duty service (or are currently in the administrative process of separating)
- +
- (2a) Are identified as disabled by the Veteran’s Administration or Department of Defense authority based on a “service-connected” disability
- or
- (2b) Are “service distinguished” for exemplary military conduct
- +
- (3) Demonstrate a strong interest in entrepreneurship and commitment to small business ownership

## How to Apply

The VEP has a rigorous and selective application process that reflects the unique opportunity and valuable resources being offered to eligible veterans as part of this entrepreneurial education initiative. Successful candidates demonstrate a strong interest in entrepreneurship and venture creation, the motivation to own and operate a business, and a high likelihood of active participation and completion of the entire VEP program.

Applications are online at <http://entrepreneurship.okstate.edu/vep>

For more information, contact:  
Riata Center for Entrepreneurship  
(405) 744-7552  
vep@okstate.edu

*“I can only echo the sentiments of my classmates — this was an INCREDIBLE EXPERIENCE!!! We were treated with such grace and love from everyone who was involved with the program.” — Melinda Russell, medically retired Army Chaplain*



### 2011 Sponsors and Partners

- |                                       |   |
|---------------------------------------|---|
| Anheuser-Busch in Oklahoma            | OSU Athletic Department                 |
| Arby’s                                | OSU Parking & Transit Services          |
| Braum’s                               | OSU Student Union                       |
| Chick-Fil-A                           | Panera Bread                            |
| ConocoPhillips Alumni Center          | Qdoba Mexican Grill                     |
| Eskimo Joes                           | Stillwater Convention & Visitors Bureau |
| Hideaway Pizza                        | Taco Mayo                               |
| International Tours & Travel          | Texas Roadhouse                         |
| Northwest Territorial Mint            | Toby Keith’s Bar & Grill                |
| OSU Atherton Hotel and Rancher’s Club | The Rotary Club of Tulsa                |

### Oklahoma State University

Oklahoma State University is a modern land-grant system that cuts across disciplines to better prepare students for a new world. Oklahoma’s only university with a statewide presence, OSU improves the lives of people in Oklahoma, the nation, and the world through integrated, high-quality teaching, research and outreach. OSU has more than 32,000 students from all 50 states and 110 nations across its five-campus system and nearly 21,000 on its Stillwater campus. Established in 1890, OSU has graduated more than 200,000 students who have made a lasting impact on Oklahoma and the world.

### Spears School of Business

The Spears School of Business at Oklahoma State University is a comprehensive business school with instructional, research and outreach missions. The academic arm of the Spears School is composed of seven academic departments with more than 100 tenure and tenure-track educational professionals. The Spears School offers 18 undergraduate degree programs, seven master’s degree programs and two doctoral degree programs. The student body is made up of more than 3,900 undergraduate students and 800 graduate students. All programs are fully accredited by the Association to Advance Collegiate Schools of Business (AACSB).

### School of Entrepreneurship

With one of the most comprehensive academic entrepreneurship programs in the world, the OSU School of Entrepreneurship is a leading innovator in educating current and future entrepreneurs. Our faculty includes thought leaders who are changing the way entrepreneurs around the world approach new venture creation. OSU has one of the only schools of entrepreneurship in the United States. The school offers an undergraduate major, a minor, an MBA concentration, a masters degree and a doctorate in entrepreneurship. The OSU entrepreneurship faculty are strongly committed to innovative engagement with entrepreneurs. The program includes eleven faculty members, three full-time staff members, 35 courses and serves hundreds of students at the graduate and undergraduate levels each semester.

### Riata Center for Entrepreneurship

The Riata Center for Entrepreneurship is dedicated to entrepreneurial outreach on the campus, in the community, around the state of Oklahoma and across the United States. The Riata Center is engaged with the entrepreneurial community and is strongly committed to experiential learning for students. Programs include the Cowboy Entrepreneurial Bootcamps, the Experiential Classroom, the Riata Business Plan Competition, the OSU Technology Entrepreneurship Initiative, Women Entrepreneurs Inspire Conference, the Riata Internship Program and much more.

*A young man who does not have what it takes to perform military service is not likely to have what it takes to make a living.*  
— John F. Kennedy



Riata Center  
For Entrepreneurship  
Oklahoma State University

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## Veterans Entrepreneurship Program

February 4 – February 11, 2012  
Oklahoma State University  
Stillwater, Oklahoma

Applications online at:  
**[entrepreneurship.okstate.edu/vep](http://entrepreneurship.okstate.edu/vep)**

405.744.7552

[vep@okstate.edu](mailto:vep@okstate.edu)

**Application deadline: October 1, 2011**



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## REACHING AND TEACHING TOMORROW'S ENTREPRENEURS



### EXPENSES & REGISTRATION

THE FEE FOR THE THREE DAY CLINIC IS \$1700. THIS INCLUDES ALL SESSIONS, A RESOURCE BINDER AND MATERIALS, ALL MEALS AND LOCAL TRANSPORTATION. DELEGATES ARE RESPONSIBLE FOR LODGING AND TRAVEL EXPENSES. A LIMITED NUMBER OF PARTIAL SCHOLARSHIPS ARE AVAILABLE TO THOSE WITH FINANCIAL NEED. ENROLLMENT WILL BE LIMITED TO 70 DELEGATES ON A FIRST-COME, FIRST-SERVED BASIS.

REGISTER ONLINE AT [HTTP://ENTREPRENEURSHIP.OKSTATE.EDU/CLASSROOM](http://entrepreneurship.okstate.edu/classroom)

### VENUE & SCHEDULE FOR THE CLINIC

THE EXPERIENTIAL CLASSROOM WILL BE HELD AT OKLAHOMA STATE UNIVERSITY'S CAMPUS IN TULSA, OKLAHOMA. DELEGATES WILL ATTEND SESSIONS ON THE CAMPUS LOCATED NEAR DOWNTOWN. THE PROGRAM BEGINS AT 1 P.M. ON THURSDAY, SEPTEMBER 22 AND ENDS AT NOON ON SUNDAY, SEPTEMBER 25. DELEGATES MUST ATTEND THE ENTIRE THREE DAYS AND WILL STAY AT THE DOUBLE TREE HOTEL DOWNTOWN. A SPECIAL CONFERENCE RATE OF \$81 A NIGHT IS AVAILABLE. GO TO [WWW.DOUBLETREE.COM](http://WWW.DOUBLETREE.COM) FOR MORE INFORMATION OR CALL 1-918-587-8000 (MENTION YOU ARE WITH THE OSU EXPERIENTIAL CLASSROOM).

### FOR ADDITIONAL INFORMATION CONTACT

CRYSTAL GUTHRIE OR DR. MICHAEL MORRIS  
104 SPEARS SCHOOL OF BUSINESS  
OKLAHOMA STATE UNIVERSITY, STILLWATER, OK 74078  
PHONE: (405) 744-3325 OR (405) 744-5357  
EMAIL: [CRYSTAL.GUTHRIE@OKSTATE.EDU](mailto:CRYSTAL.GUTHRIE@OKSTATE.EDU) OR [MHM@OKSTATE.EDU](mailto:MHM@OKSTATE.EDU)

### OUR CO-SPONSORS

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THE BEYSTER INSTITUTE THE FOUNDATION FOR ENTERPRISE DEVELOPMENT

THE SCHOOL OF ENTREPRENEURSHIP AT OKLAHOMA STATE UNIVERSITY  
INVITES YOU TO

# THE EXPERIENTIAL CLASSROOM XII

BECOMING A GREAT ENTREPRENEURSHIP  
EDUCATOR

TULSA, OKLAHOMA  
SEPTEMBER 22-25, 2011



CO-SPONSORED BY:

UNIVERSITY OF COLORADO AT BOULDER, THE BEYSTER INSTITUTE, STANFORD  
UNIVERSITY, THE FOUNDATION FOR ENTERPRISE DEVELOPMENT AND  
STELLENBOSCH UNIVERSITY



## An Overview of the Program



- Combining Experience & the Experiential: The Entrepreneurship Classroom Brought Alive
- Is There Content in Entrepreneurship? A Frameworks Perspective
- Landing on an Alien Planet: Experiences with Teaching Entrepreneurship When You Come from a Completely Different Background
- A Look at Syllabus and Curriculum Design in Entrepreneurship
- Entrepreneurial Audits, Marketing Inventions, Business Models & Entrepreneur Interviews as Learning Tools
- Using Business Plans to Create Fantastic Learning Experiences
- Using Simulations to Teach Entrepreneurship in New and Different Ways
- What is a Great Case Discussion? What is a Great Case Discussion Outcome?
- How to Integrate Experiential Learning with Textbook Material
- Developing Your Own Cases & Experiential Exercises
- Play to Learn & Learn to Play
- Can Business Students Really Help Small Businesses? The Use of Consulting Projects
- How to Teach the Numbers
- Exploring Creativity in the Classroom
- Teaching Entrepreneurship to Students of Diverse Backgrounds
- What Entrepreneurship Students Want: In Their Own Words
- Bringing Entrepreneurs and Other Practitioners Into Your Classroom: Managing the Managers
- Delivering a Great Lecture
- Building a Top Entrepreneurship Program
- How to Teach Social Entrepreneurship



## History

The Experiential Classroom was launched in Fall 2000 as part of the Lifelong Learning for Entrepreneurship Education Professionals (LLEEP) partnership. The partnership was formed in 1998 when a group of leading academics met to explore the future of entrepreneurship education and address the growing need for high-quality teachers in the field. LLEEP committed to a core set of clinics dedicated to sharing leading-edge teaching practices and enhancing teaching skills. The Experiential Classroom has emerged as one of the most popular of these clinics, and is now entering its 12th year. This success is tied to a commitment to an experiential approach both in its subject matter and innovative delivery methods. More than 750 faculty from around the world have attended the Experiential Classroom over the past 11 years.

## Who Should Attend

These clinics are primarily intended for five key audiences:

- Current faculty members from any discipline who are retooling to teach entrepreneurship
- Entrepreneurs planning to return to the classroom to teach entrepreneurship courses
- Adjunct faculty teaching entrepreneurship part-time
- Ph.D. students and faculty new to teaching entrepreneurship
- Center directors coordinating entrepreneurship programs

September 22-25, 2011

## Objectives of the Experiential Classroom



- Help those who are new to the teaching of entrepreneurship, including both faculty and practitioners, to learn best classroom practices
- Capture the experiences of those who come to the teaching of entrepreneurship from diverse backgrounds, and share lessons learned in making the transition
- Introduce a number of highly creative and effective experiential approaches, ranging from cases, business plans, and the use of entrepreneurs in the classroom to having students conduct entrepreneurial audits, the concept of marketing inventions and consulting engagements
- Apply a simple but powerful framework for understanding the core content in entrepreneurship
- Demonstrate effective teaching approaches by observing master teachers
- Share ideas on specialty topics in entrepreneurship education, such as how to kick off a class, creative mentoring programs, what's new in entrepreneurship internships and much more
- Expose delegates to a rich resource base and help them join a network of faculty who share similar experiences
- Share insights on how to build world class entrepreneurship programs
- Give delegates an opportunity to actually teach live in front of students, with helpful critiques from entrepreneurship faculty

## The Facilitators

Dr. Michael Morris, Clinic Director, OSU	Dr. Leyland Pitt, Simon Fraser Univ.
Dr. Ron Mitchell, Texas Tech	Dr. John Mullins, London Business School
Dr. Rebecca White, U of Tampa	Mr. Tony Matthews, Beyster Institute
Dr. Dave Rosenthal, Miami Univ.	Dr. Dileep Rao, Florida Int'l U.
Dr. Donald F. Kuratko, Indiana Univ.	Dr. David Newton, Westmont College
Dr. Jeff Stamp, BoldThinking LLC	Dr. Craig Watters, Syracuse Univ.
Dr. Ernest Cadotte, Univ. of Tennessee	Dr. Alex Bruton, Mt. Royal Univ.
Dr. Buddy Laforge, Univ. of Louisville	Dr. Jim Fiet, Univ. of Louisville
Ms. Debbi Brock, Anderson Univ.	Mr. Kevin Woelfel, Univ. of Idaho
Dr. Alex De Noble, San Diego State	Dr. Vance Fried, OSU
Dr. Karl Vesper, Univ. of Washington	Dr. Jerry Katz, St. Louis Univ.
Mr. Frank Moyes, Univ. of Colorado	Dr. Bruce Barringer, OSU
Dr. Ray Smilor, Texas Christian Univ.	Mr. Jon Wiese, OSU
	...and a number of special guests

## A Clinical Tradition

"See one. Do one. Teach one." The great clinical tradition in medical education is an appropriate and valuable standard for entrepreneurship education. Our intention is to foster intellectual and practical collisions between the academic and the real world in everything we do, thereby enhancing entrepreneurship education and research throughout the world. Our foundation can be traced to the pioneering practices of leading institutions during the past 30 years to recruit and educate successful entrepreneurs and their like-minded faculty colleagues to teach entrepreneurship. We believe that an entrepreneurial education must be linked to the real world; that research must be relevant and impactful; and that teaching must incorporate practice and hands-on learning.



September 22-25, 2011



# OSU Women Entrepreneurs **Inspire** Conference

**April 4** 2012  
WEDNESDAY

8:30 a.m.–5:00 p.m.  
Cox Convention Center  
Oklahoma City, OK

## Women Changing the World, One Venture at a Time



- A one-day event for established and aspiring women entrepreneurs
- Get inspired by successful women entrepreneurs from across the country
- Learn tools to start and grow a business
- Discover ways to do business better
- Network with entrepreneurs and aspiring entrepreneurs

## Register Now!

**\$35.00 Holiday Special registration**  
until December 31, 2011

\$50.00 Regular registration  
until March 20, 2012

.....  
**weinspire.net**  
.....

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**Riata Center  
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Oklahoma State University  
Spears School of Business



# OSU Women Entrepreneurs Inspire Conference



Keynote Speaker

**Maria de Lourdes  
Sobrino**  
Lulu's Dessert ®

Tues.  
April 05

8:00 AM - 6:00 PM  
Cox Convention Center  
Oklahoma City, OK

2011

## Women Changing the World, One Venture at a Time

- Get inspired by successful women entrepreneurs from across the country
- Learn tools to start or grow a business
- Discover ways to do business better
- Network with entrepreneurs and aspiring entrepreneurs
- Celebrate the entrepreneurial spirit

Early Bird Registration by March 12 - \$35

[weinspire.net](http://weinspire.net)

### All New Program

- Keynote Speakers
- Women Entrepreneurs Award
- Breakout Sessions
- Networking Reception

Questions? Contact [brooke.stuart@okstate.edu](mailto:brooke.stuart@okstate.edu) or 405.744.7871

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# Global Entrepreneurship Week at OSU

November 14–18

## MONDAY, NOVEMBER 14

BUS 124, 2:00–3:30 p.m.

### **Riata Distinguished Scholar Lecture**

**“Long-Term Orientation in Entrepreneurial and Family Firms”**

Dr. Tom Lumpkin, 2011 Riata Distinguished Entrepreneurship Scholar

Architecture 170, 6:00 p.m.

### **Pirates of Silicon Valley**

E-Club film screening about the early days of Apple and Microsoft

## TUESDAY, NOVEMBER 15

Booker Hall, 4:30–7:00 p.m.

### **Creativity, Innovation and Entrepreneurship Learning Community**

**“The Creative You”**

Lead by Dr. Tom Westbrook

## WEDNESDAY, NOVEMBER 16

Classroom Building 313, 6:45 p.m. | *Open to the public*

### **Dilemmas and Debates in Entrepreneurship**

**“Dilemma of Starting a Venture Right out of School vs. Learning on Someone Else’s Dime”**

Featuring Derrick Wallace (Juvo Group), Shoaib Shaikh (Xplosafe), Max Whitemyer (Styro Insulations) and Johnson Bailey (The Original Man Candle)

## THURSDAY, NOVEMBER 17

Architecture 170, 5:30 p.m.

### **E-Club Entrepreneurial Leadership Skills Development**

## FRIDAY, NOVEMBER 18

### **Riata Entrepreneurial Interns: Lunch Workshop on “Solutions, Evaluation, and Refinement for Entrepreneurial Business”**

Student Union Ballroom, 10:00 am.–2:00 p.m.

### **East Central High Entrepreneurial Day at OSU**

School of Entrepreneurship, E-Club, and the Institute for Creativity and Innovation host 300 inner city high school students from Tulsa Entrepreneurship Charter School



Spears School  
OF BUSINESS  
School of Entrepreneurship  
*Imagine > Believe > Create*



Riata Center  
For Entrepreneurship  
Oklahoma State University  
Spears School of Business



# LEARN HOW TO START & GROW A SUCCESSFUL BUSINESS!



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## OSU COWBOY BOOTCAMP FOR ENTREPRENEURS

**OSU-TULSA CAMPUS** October 8, 15, 22, 29 and November 5, 12

Lead by OSU's nationally recognized entrepreneurship faculty  
and featuring special guest entrepreneurs

### TOPICS

Business models & plan > Financing > Legal issues  
Guerilla marketing > Human resources > and more

### REGISTER ONLINE

[entrepreneurship.okstate.edu/bootcamp](http://entrepreneurship.okstate.edu/bootcamp)



Presented by

**Riata Center  
For Entrepreneurship**

Oklahoma State University  
Spears School of Business

### QUESTIONS?

CONTACT

[brooke.stuart@okstate.edu](mailto:brooke.stuart@okstate.edu) or 405-744-7871

Sponsored by



**BANK OF  
OKLAHOMA**

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## **2011 Bootcamp Schedule**

(Classes are held from 8:30am-12:00pm on the OSU-Tulsa campus)

### **OCTOBER 8 – Bootcamp Basics: The Entrepreneurial Dream**

Instructor: Dr. Michael Morris, N. Malone Mitchell, Jr. Chair in Entrepreneurship

Guest Entrepreneur – Robert Austin, Founder, Helicomb International, Inc.

It All Starts With An Idea-Thinking the Entrepreneurial Way; The Nature of The Entrepreneurial Experience; Entrepreneurship is a Process; Characteristics, Skills, and Behaviors of Successful Entrepreneurs.

### **OCTOBER 15 – Customers Drive The Business**

Instructor: Dr. Lee Manzer, Professor of Marketing

Guest Entrepreneur – Dr. Steve Greene, Founder, Greene Marketing Group; Dean, ORU College of Business

Markets and Marketing; Understanding your Customers; Segmenting the Market; The Guerrilla Concept; Doing More With Marketing While Spending Less; Entrepreneurial Approaches to Core Marketing Decisions.

*Special Session from 12-1pm: “How to Use Technology to Help your Business” Presented by Dan Winders, BlueView, Inc.*

### **OCTOBER 22 – Raising Money, Determining Value & Structuring The Deal**

Instructor: Mr. Vance Fried, Riata Professor of Entrepreneurship

Guest Entrepreneur – Gerald Buckley, Founder and CEO, Grocio.com

What About Money?; How Much Money; Sources of Money; When to Use What Source; How to Approach the Various Sources; Putting Together the Deal; What an Entrepreneur Needs to Know About Negotiation; Formulating a Harvest Strategy

*Special Session from 12-1pm: “How to Finance your Business with an SBA Loan”, Presented by Rose Washington, TEDC Creative Capital and Bank of Oklahoma*

## **OCTOBER 29 – How to Get More Out of a Business Plan**

Instructor: Dr. Bruce Barringer, Johnny Pope Chair in Entrepreneurship

Guest Entrepreneur – Colleen Payne, Founder and CEO, MCI Diagnostics

Getting Resources When You Don't Have Any; How to Leverage Resources; The Business Plan; Types of Plans; Audiences for Plans; The Logic and Structure of Plans; Mistakes Made in Writing Plans; A Look at a Good Plan.

*Special Session from 12-1pm: "Ask the Lawyers" Presented by Jenna Perry and Stephen Hetrick, McAfee & Taft*

## **NOVEMBER 5 – What You Need to Know About the Numbers (basic and advanced perspectives)**

Two Parallel Sessions for Basic and Advanced: Dr. Michael Morris, N. Malone Mitchell, Jr. Chair in Entrepreneurship and Mr. Bill Elliott, Assistant Professor, ORU College of Business and Adjunct Lecturer, Oklahoma State University

Guest Entrepreneur – Ron Siegenthaler, Chairman/CEO, Myriad Technologies and Chairman, Charity Call, LLC

Model for Making Money; Economics of Your Business; What You Really Need to Know About Financial Statements; Why Cash Flow is King.

*Special Session from 12-1pm: "Why Do I Need a CPA Firm?" Presented by Lohrey & Associates, PLLC*

## **NOVEMBER 12 – The F's Have It: Fundamentals That Matter**

Instructor: Dr. Michael Morris, N. Malone Mitchell, Jr. Chair in Entrepreneurship

Guest Entrepreneur – Carey Dunkin Baker, Founder and President/CEO, Part-Time Pros and Tulsa-Med Pros

Formal Operations; Designing Your Formal Operating Model; Finding People: What You Need to Know About Employees and Staffing Issues; Forms of Organization; Franchising; Family Business Issues; Other Fundamentals that Matter.

**Bootcamp Luncheon and Certificate Ceremony: 12:00-1:30 pm, OSU Tulsa Campus**  
**Featuring a very special guest Entrepreneur**



# The OSU Institute for Creativity & Innovation

*a portal for  
creative &  
innovative  
thinking*



School of Entrepreneurship  
Spears School  
OF BUSINESS

*Imagine > Believe > Create*

## Developing a Creative & Innovative Campus

Making the campus a place that empowers  
people to generate creative and innovative  
solutions to society's challenges

&

Helping people take

## CREATIVE ACTION

The ICI takes action through a  
3-pronged approach:

- serving as an academic hub  
for creativity & innovation
- hosting a speaker's series,  
including transformative  
discussions about cutting edge  
creative & innovative topics
- providing a portal for all things  
and ideas creative & innovative  
from across campus

### ICI's vision for Creativity & Innovation (C & I) includes:

- providing a resource for people who want  
to implement creative & innovative ideas
- obtaining funding to move the university  
to the forefront of creativity & innovation
- C&I contests, awards & scholarships
- C&I courses & degree programs

*For more information about the ICI,  
visit [creativity.okstate.edu](http://creativity.okstate.edu) or  
email Melanie Page at  
[melanie.page@okstate.edu](mailto:melanie.page@okstate.edu)*



## *Company Tour*

*&*

*Lunch With CEO Larry Mocha*

*November 11th*

Register to attend at: **osueclub.org**





# CEO CONFERENCE

**1000+ Creative Students and  
80+ Business Leaders**

**=**

**ONE BIG OPPORTUNITY**

**October 27-29 -Fort Worth, Texas**

Register to attend at:

**osueclub.org**

**FRIDAY NIGHT FOOTBALL AT**



  
**COWBOYS  
STADIUM  
INCLUDED**

# What

## DILEMMAS & DEBATES IN ENTREPRENEURSHIP

**What if** you could spend a semester **learning** from 32 really **amazing entrepreneurs?**

Enroll for Fall **2011**

> EEE 4113 / EEE 5133 <

Open to all students - no prerequisites

**Wednesdays, 6:45-9:00 P.M.**

**Classroom Building 313**

Contact Dr. Michael Morris at [mhm@okstate.edu](mailto:mhm@okstate.edu)

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### Faculty

- Dr. Michael Morris
- Mrs. Pat Henriques
- Dr. Rubin Pillay
- Dr. Craig Watters

Presented by:

The School of  
Entrepreneurship at  
the Spears School  
of Business

**Fall 2011**

Open To All

# **Art, Theatre, Music, Design Students**

EEE 3123/EEE 5123

**Entrepreneurship**  **The Arts**

This special course introduces entrepreneurship as a way of thinking and acting within the arts, including fine art, theatre, music and design. Explore what it means to be an entrepreneurial artist and how it can enhance your life path.

A comprehensive self-assessment will help students better understand their personal aspirations and assess their unique skills and competencies. Students learn about opportunity identification, creative problem-solving, managing risks and leveraging resources, how to develop an audience to support your art and much more.

**T & Th 3:30 – 4:45pm M 101**

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**ENROLL NOW FOR SPRING 2012!**

*Imagine > Believe > Create*



# Entrepreneurship & New Technologies

EEE 4483/5213

**A SPECIAL COURSE FOR:**

- ENGINEERING STUDENTS
- SCIENCE STUDENTS
- TECHNOLOGY STUDENTS

**Technological innovation and entrepreneurship drive the global economy.**

**THIS COURSE BRIDGES THE GAP  
BETWEEN TECHNICAL COMPETENCE  
AND ENTREPRENEURIAL PROFICIENCY**

# **“Green Entrepreneurship” EEE 4010/5200**

**Spring 2012    Tues & Thurs 3:30 – 4:45 pm**



## **Entrepreneurship + Green = SMART BUSINESS**

**How are green entrepreneurs changing corporations and reinventing the world with new products and new markets that meet profitability goals and while addressing environmental opportunities and challenges?**

**We'll investigate green tech, energy industries, water management, greening the supply chain, green funding, green chemistry, and green marketing.**

**Minimal lecture time allows maximum dialogue and the ability to hone expertise in the field of your choice using entrepreneurial tools.**

**Join us in a dynamic, small group, collaborative setting with passionate, rabid, engaged instructors guaranteed to provide an unparalleled educational experience.**

**Limited enrollment to tap the unlimited potential in each student.**

**Questions: Pillay 744-1818; Talkington 744-4769**

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**School of Entrepreneurship**

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**ENROLL  
TODAY!**

**EXTRA!**



**Introducing for Spring 2012:**

**MEDIA  
ENTREPRENEURSHIP**

**EEE 4010; EEE 5200 / MC 4360**

**Tuesdays & Thursdays, 12:30 to 1:45; JB 208**

**{** Never before has one voice been so loud. Entrepreneurs aren't just in the news — they *make* the news. No industry today is undergoing more rapid and fundamental upheaval as media. Intrepid entrepreneurs have pushed aside the old guard and are finding new ways of defining the conversation. Come make your mark. **}**

**Email: [rubin.pillay@okstate.edu](mailto:rubin.pillay@okstate.edu) or [derina.holtzhausen@okstate.edu](mailto:derina.holtzhausen@okstate.edu)**

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**Imagine > Believe > Create**



# *Social Entrepreneurs are Changing the World*

*~ come learn how they are creating  
innovative non-profit ventures that  
matter, and how you can too ~*



**Summer May Session – 5/6 – 6/13**

EEE 4010/5200: SOCIAL ENTREPRENEURSHIP

MTWRF 0230-0520PM BUS 018

RUBIN PILLAY & ELIZABETH PAYNE 405.744.1818





For the 2011 OSU Creativity Challenge, we want to know:

What world record would you break to  
**MAKE THE BIGGEST  
IMPACT ON SOCIETY?**

PRIZES INCLUDE:

1ST PLACE:  
**\$700**

2ND PLACE:  
**\$500**

3RD PLACE:  
**\$300**

ENTRIES OPEN

**2.11.11**

ENTRIES CLOSE

**3.07.11**

Judging criteria includes: the **number/potential number** of people impacted by event, whether the positive effects are **life saving** vs life enhancing, whether it **directly** vs indirectly affects individuals/society, whether it solves a **serious societal problem** vs creates a better society overall, and how **creatively** vs traditionally is it delivered.

Entries must be submitted electronically and should include either a 30 second audio or video file, or other multimedia depiction, such as photographs, collages, animation, etc. The submission should also include a description of up to 100 words, explaining the record and why breaking it would have an impact on society.

SPONSORED BY:

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INSTITUTE FOR  
**CREATIVITY &  
INNOVATION**  
OKLAHOMA STATE UNIVERSITY

For more information and to submit entries,  
visit: <http://creativity.okstate.edu>





# { osu creativity festival }

april 12, 2011...10am-2pm  
library lawn

*we want to know:*  
*how can OSU be a creative  
LOCAL & GLOBAL  
problem solver?*



the 2011 creativity festival events include:

10:00-11:00- keynote speaker: TBA

11:00-2:00- carnival with booths  
showcasing osu's  
creative problem  
solving

11:30, 12:30- attempt for the world's  
& 1:30 largest twister game



for more information, visit:  
[creativity.okstate.edu](http://creativity.okstate.edu)





# OSU Technology Entrepreneurship Initiative

*helping faculty commercialize  
their scientific discoveries*

TEI is a collaborative program of the Office of Intellectual Property Management, the Riata Center for Entrepreneurship, and the School of Entrepreneurship.

Technology Entrepreneurship Initiative  
Mr. Steve Wood: [steve.wood@okstate.edu](mailto:steve.wood@okstate.edu)

Riata Center for Entrepreneurship  
Ms. Nola Miyasaki: [nola.miyasaki@okstate.edu](mailto:nola.miyasaki@okstate.edu)

Office of Intellectual Property Management  
Dr. Steve Price: [steven.price@okstate.edu](mailto:steven.price@okstate.edu)



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## About TEI

OSU's Technology Entrepreneurship Initiative (TEI) is dedicated to identifying and supporting innovations that were born inside OSU's laboratories and classrooms. The TEI seeks to enhance the university's status as a leading research institution through the commercialization of its faculty members' innovations. The initiative enhances the culture of entrepreneurship by fostering cross-campus relationships through multi-disciplinary projects.

The TEI exists to add significant value to the university's intellectual property investment. It connects the resources of the Entrepreneurship Program to technology research projects developed by OSU faculty and doctoral students. A staged intervention model is the cornerstone of the program, including the active involvement of the Creativity, Innovation and Entrepreneurship Scholars in helping to shepherd the technologies.

Launched in 2009, the Program has an exciting portfolio of promising technologies that are now in different stages of commercialization.

For more information, visit:  
<http://entrepreneurship.okstate.edu/tei>

**Entrepreneurial engineers are changing  
the world!**

*Come explore the role of entrepreneurship in  
engineering today ... this special session will examine  
best practices at the interface between engineering  
disciplines & the emerging field of entrepreneurship*

**ENTREPRENEURSHIP**

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**Friday, April 1st, 2011 2:00 PM-4:00 PM**  
**Engineering South Room 111**

*Imagine > Believe > Create*



*Presenting*

# Gary Beckman

## **“The Arts, Aesthetics, & Entrepreneurship: A Disciplinary Perspective”**

***Gary Beckman*** is the founder of the Arts Entrepreneurship Educator's Network. He is the leading voice influencing artists around the world on the dynamic relationship between the **Arts & Entrepreneurship**. All students and faculty are welcome!

Presentation at 3:30- 4:45pm,  
March 31st BUS 234

**Imagine > Believe > Create**

**Creativity** is the  
**power** to **connect** the

seemingly unconnected.” Earl Nightingale

Be inspired by one of Procter & Gamble’s best.

*The School of Entrepreneurship* presents

# Red Dog Martin

Open to all, so get ready to create!

CIE LLC Dorm (Booker, 3rd Floor)

Free Pizza

October 26, 2011

5pm—7pm

*Imagine >Believe >Create*



**“Uplifting the Poorest of the Poor:  
My Journey with Entrepreneurship &**

## **Luvuyo Rani**

**Successful entrepreneur in the Townships of South Africa,**

**will be interviewed by Dr. Michael Morris.**

**OPEN FORUM—  
everyone welcome!!!**

**FRIDAY, NOVEMBER 4, 2011**

**11:30 AM-1:00 PM**

**018 BUSINESS BUILDING**

***Imagine***



***Believe***



***Create***



**Riata Center**  
For Entrepreneurship

**MONDAY NOVEMBER 14, 2011**

**2:00 PM– 3:30PM**

**BUSINESS 124**

**EVERYONE WELCOME!**

## **Dr. Tom Lumpkin**

**2011 Riata Distinguished Entrepreneurship Scholar**

**“Long-term orientation in  
entrepreneurial and family firms.”**



- ♦ Chris J. Witting Chair of Entrepreneurship, Whitman School of Management, Syracuse University
- ♦ Ph.D. in Business Administration, University of Texas at Arlington
- ♦ MBA, University of Southern California
- ♦ Primary Research Interests
  - ♦ Entrepreneurial orientation, social entrepreneurship, opportunity recognition, family business, and strategy making processes



***School of  
Entrepreneurship***

***Imagine***



***Believe***



***Create***

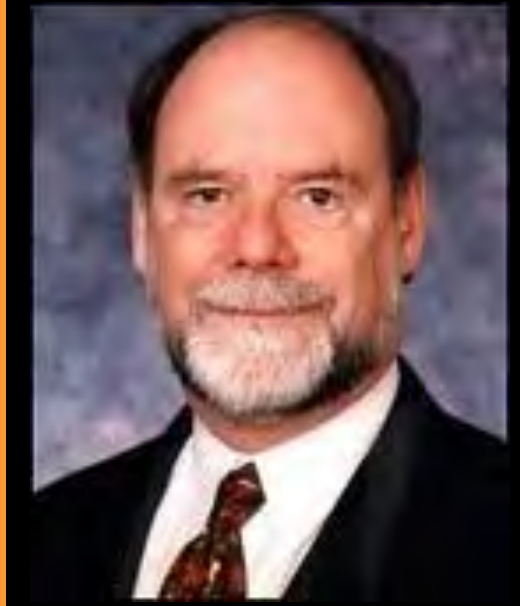


Presenting Serial Entrepreneur

Gordon Eubanks

Pioneer in Silicon Valley

April 13th



“The Entrepreneurial Experience”

→ 2:00pm, Hanner 3rd Floor, Conference Room

- Creator of BASIC-E
- Creator of CBASIC
- Executive at Digital Research
- President & CEO of Symantec
- Founder of Compiler Systems (acquired by Digital Research)
- President of Oblix (acquired by Oracle)
- Director of Concur and Oakley Networks