

Western Carolina University

Master of Entrepreneurship

**Application for the
USASBE National Model
MBA Entrepreneurship Award
for 2005**

Presented by

JoAnn and Jim Carland

**Application for the
USASBE National Model
MBA Entrepreneurship Award
for 2005**

Application for the USASBE National Model MBA Entrepreneurship Award for 2005

Table of Contents

Mission and Objectives of the Nominated Program	1
Description of the Award Entry	2
The Entrepreneurial Process	4
The Entrepreneurship Curriculum	7
Unique Aspects and Features of the Program	10
Sources of Funding for the Program	11
Program Benefits and Outcomes for Students	11
Exhibit One, Innovativeness and Uniqueness of the Program	13
Exhibit Two, Quality and Effectiveness of the Program	14
Exhibit Three, Completeness and Comprehensiveness of the Program	17
Exhibit Four, Sustainability of the Program	21
Exhibit Five, Transferability of the Program	23
Thumbnail Biographies of the Faculty	24
James W. Carland, Jr.	24
Jo Ann C. Carland	25
Frank S. Lockwood	26
Robert B. Carton	27
Course Syllabi	28
ENT 620: Entrepreneurial Planning	29
ENT 610: Entrepreneurial Creation	30
ENT 620: Entrepreneurial Growth	31
ENT 630: Entrepreneurial Finance	32
ENT 601: Entrepreneurial Innovation	33
ENT 635: Venture Development	34
ENT 675: Intellectual Capital	35
ENT 640: Advanced Entrepreneurial Finance	36
ENT 670: Entrepreneurial Strategy	37
ENT 660: Entrepreneurial Leadership	38
Faculty Curriculum Vitae	39
James W. Carland	40
Jo Ann C. Carland	79
Frank S. Lockwood	117
Robert B. Carton	130
Presentation Slides	136

**Application for the
USASBE National Model
MBA Entrepreneurship Award
for 2005**

Mission and Objectives of the Nominated Program

The mission of the Western Carolina University Master of Entrepreneurship Program is to develop in students *entrepreneurial vision* and entrepreneurial will. Entrepreneurial vision is the ability to see what is not there: the ability to recognize opportunities to create, grow and harvest entrepreneurial ventures and the ability to envision circumstances which support the creation of such opportunities. Entrepreneurial will is the drive and confidence to act on entrepreneurial vision to actually create, grow and harvest entrepreneurial ventures.

The primary objectives of the Program are to create successful entrepreneurs and to stimulate economic development. The Program will prepare graduates to successfully launch, grow, and operate innovative ventures in a wide variety of venues. The economic impact of the ventures which graduates create and grow will stimulate development regionally and nationally.

Principal Students the Program is Designed to Serve

The primary service area of WCU is the westernmost 23 Counties of North Carolina. In a speech to the National Forum on Economic Development in Washington, D.C., on January 25, 1999, Chancellor John Bardo noted that Western North Carolina is a region typified by:

A population that is undereducated and under-skilled;

An economic base that is highly dependent on a few relatively low-wage industries, many of which are reaching the ends of their life cycles;

A poor infrastructure to support economic development;

A road network that was significantly improved, especially in the 1960s and 1970s, but one that needs a great deal more attention; and,

An area where travel among many small towns and communities is still relatively difficult, with little support for small-scale local business development, including the ability to incubate businesses and assist with financing.

The Chancellor noted that average wages in the region are \$2,500 below the state average and projections are for an increase in this difference. Of the 23 Counties in the region, 12 have median incomes that are less than 75% of the national median, and for all Counties, the median income is 19% below the national average and 9.9% below the state average. The Chancellor noted that WCU is acting on a number of fronts to be an engine for economic development. Among those fronts is curriculum reform to prepare students to adapt to change, work collaboratively and in groups, and to inculcate a sense of values that supports life-long learning and a strong work ethic.

WCU introduced its Master of Entrepreneurship Program to serve the citizens of Western North Carolina and, more broadly, to serve this region and this nation through the economic impact of the successful ventures which our graduates will create and grow, and through the entrepreneurial leadership which our graduates will exhibit.

Description of the Award Entry

Western Carolina University is a member of the University of North Carolina University System, and an AACSB accredited university. The University launched what we believe to be the first Master of Entrepreneurship degree program in the U.S. in the Fall of 2003. We followed that launching with what we believe to be the first online Master of Entrepreneurship program in the Fall of 2004. We are pleased to have the ME recognized as a finalist for the USASBE National Model MBA Entrepreneurship Award for 2005. In the following pages we will describe our program more fully, examine the process of establishing it, and explain how it was developed.

In the North Carolina system, as in many state supported systems, a public university must be granted permission to establish a new degree program by the General Administration. The first step in that process is a request to study the feasibility. A minimum of one year later, a university can present its findings, and request permission to establish the degree. Building on its success in Entrepreneurship education, we applied for and received permission to plan the program in Fall, 2002. In Fall, 2001, Western had previously launched the first BSBA Entrepreneurship program in North Carolina and took that program into a distance education mode in Fall, 2002. The undergraduate program proved to be wildly successful, and has grown to a total of 85 on campus majors and 65 distance majors in that short time. Also in Fall, 2001, we established a Certificate of Entrepreneurship in the MBA and MACC programs in the Fall of 2001. The Certificate program requires 5 elective courses, 15 hours, in entrepreneurship, in addition to the MBA or MACC core program of study. Successful students receive a Certificate in Entrepreneurship, in addition to the MBA or MACC degree. The Certificate option also proved to be extremely popular and these two successes played a prominent role in the approval of the UNC General Administration for the study of the feasibility of the Master of Entrepreneurship.

In the Fall of 2002 we presented the findings of our feasibility study and we were granted permission to establish the Master of Entrepreneurship program in Fall, 2003. The program is a 30 semester hour, deep dive into entrepreneurship principles and practices. The program consists of 10 required courses, all of which have entrepreneurship prefixes, and all of which are controlled by the entrepreneurship faculty. The program utilizes the cohort form of education to maximize the efficiency of resource allocations. Our first cohort will graduate in May, 2005, with a total of 42 students. We lost only two students along the way, and our second cohort, which was launched in Fall, 2004, as an online program attracted 41 new students to the University and to the degree program. We continue to receive inquiries and applications for the program and we will launch the third cohort in Fall, 2005, with an anticipated 40 students.

Western's MBA program, like many such programs, was designed to foster success in management in large enterprises. It has always served that purpose, and continues to do so, today. The MBA provides a series of survey courses in human resources, management, marketing, accounting, finance, economics, information systems, and quantitative methods. Each fosters an understanding that the detailed work in the various disciplines is actually accomplished by

specialists, and that the overall management of those specialists requires a familiarity with the work. After completing the core, students choose elective courses from a variety of areas to provide more in-depth knowledge in a given field.

In building the Master of Entrepreneurship, we conducted an exhaustive search of graduate business education, and we found that few universities have established such programs in entrepreneurship. A notable exception, of course, is Babson. Although the Babson program is called an MBA Entrepreneurship, it is clear that entrepreneurship is a principle component in each course in the program. This is in stark contrast to the MBA program in place at Western and many other universities, in which professors who have little or no knowledge of entrepreneurship are in control of the content of the courses in their respective disciplines. In the UNC system budgets are based upon student credit hours generated, as in many public universities, and that makes change difficult in any program which involves multiple departments with vested interests. We determined to break that mold with the ME, and we did so. We fought for and won approval for the entire program to be housed in and controlled by the Entrepreneurship Department. That gave us control over the development of the course content and faculty assignments and it vested ownership of the courses as well as the curriculum in the department. We knew that it would also give us the flexibility to be able to evolve the curriculum and keep the content fresh as we recognize the inevitable need for change in the future. That accomplished we turned to building the program.

In our view, entrepreneurship is fundamentally different from management. Entrepreneurs do not manage, they lead; they do not plan, they envision; they do not focus on incremental change, they innovate. We believe that rigid hierarchy and structure are impediments to entrepreneurial activity, and we fundamentally disagree with the traditional perspective that entrepreneurs must be replaced by professional managers to allow a firm to grow. Entrepreneurship is not just about starting ventures. It is about growing and leading those ventures and changing competitive paradigms. We think that a completely different set of skills is required to support entrepreneurial success, and that belief drove us to develop the Master of Entrepreneurship as a specialty master's program rather than as an adjunct to a management based MBA. We established as a mission for the program the inculcation of *entrepreneurial vision* and *entrepreneurial will*. Specifically, we wanted graduates to possess the ability to both see and to create entrepreneurial opportunity and to have the self confidence and the drive to create and grow entrepreneurial ventures. We wanted to graduate successful entrepreneurs; entrepreneurs who would create and grow ventures and support economic development in our region and throughout the nation. That meant that we had to start at the very beginning to design the program: what knowledge and skill sets are required to support a successful entrepreneur?

The Entrepreneurial Process

What should be taught in an entrepreneurship program? This is the single most important issue in any program and it requires a great deal of thought and insight. As we indicated above, our mission was to develop both *entrepreneurial vision* and *entrepreneurial will*, and to *produce successful entrepreneurs*. Our faculty had been involved in entrepreneurship and entrepreneurship education research for many years and during our feasibility study we performed an exhaustive study of the process of entrepreneurship and the various approaches to entrepreneurship education. Our research led us to conclude that the three most important ingredients in the successful entrepreneurial mindset is divergency, understanding failure as a learning device, and self-confidence.

The most basic difference between entrepreneurship and management may well be divergency. Throughout a traditional education, course work and curricula emphasize convergency. That is, there is a right answer, and one can find it by the application of appropriate tools. One learns that process and procedures and tools lead one through analysis and evaluation to identify the correct solution or strategy. Convergency operates like a whirlpool: things revolve more and more tightly about the center, and we gradually converge on the heart, where the solutions and answers lie. The design of courses feeds the emphasis on convergency and we break down material into small components and design examinations which test the mastery of those components. This is completely the reverse of the workings of the entrepreneurial mind.

Creativity and innovation are dependent upon, and feed from, divergency. A divergent process is exactly the reverse of convergency: as one moves farther and farther afield from the center, spiraling outward from the center of the whirlpool, one examines ideas, insights, and concepts which are more and more removed from the original question. Here, on the most remote fringes, one learns to identify questions, one finds the opportunity to create new paradigms and one creates solutions to problems which have not yet occurred. Convergency is a formula: one plugs in data, and one finds a solution. Divergency is a poem: one seeks remote expressions as allegories to explain concepts and insights.

Early on, we determined that the first course in the curriculum should be innovation and creativity, and we taught this a number of times in the Certificate program, but the need for divergency demands more than simply one course. We can begin by regressing our students, getting them back in touch with the child within, presenting mind expanding and insight expanding techniques and procedures, but follow on courses can destroy what we have begun if we fail to keep divergency alive in each of them. To this end, we designed delivery methods, and projects which encourage divergent thinking and built these into every course. We experimented with this in the Certificate courses, and we designed teaching methodologies and pedagogies which foster divergency. In our curriculum, the questions are far more important than the answers. Specifically, students are required to present alternative perspectives to those contained in textual or reading material. In weekly reflection papers, students must present these insights to the other members of the class through the web, and must respond to the insights presented by their classmates. In live class discussions or online discussions, students are encouraged to challenge ideas and brainstorm

new perspectives. In each discussion, there is but one rule: one can never evaluate or criticize, no matter how far afield an idea might be. Discussions of more and more remote associates inevitably lead to greater insight of the subject at hand, because that is what divergency does. Like a poem, it results in a greater understanding of the underlying precepts.

Understanding failure, the second issue which we needed to attack in our curriculum is vital in entrepreneurship. Failure in the real world leads directly to learning, and toleration for failure feeds the development of self-confidence. Comfort with failure as a simple stepping stone to mastery, feeds risk taking propensity. On the other hand, failure in the traditional classroom is anathema. Students are taught, by the design and execution of courses, examinations, and evaluative procedures that failure is not only bad, but devastating. Should one perform poorly on the first exam in a traditional course, for example, one might be doomed to perform poorly on the course as a whole. Failure of a business plan or action, strategy or execution, is to be avoided at all costs. Therefore, one should never take chances, unless the outcomes can be predicted with a high level of confidence. What could be worse for an entrepreneur?

We attacked the issue of failure head on, and determined to design course delivery and evaluation techniques which make failure in the classroom, the stepping stone to mastery which it is in the real world. To this end, exams are mastery based, teaching devices, not evaluative devices. One can only fail if one gives up and stops trying. If one wishes to increase the effort applied, expand the time involved, or apply greater insight learned from earlier failures, one can do so in our classes and can achieve educational success. As our mission involves creating successful entrepreneurs, we found ourselves with little interest in barriers or hurdles designed to weed out students. In our curriculum, anyone can succeed, if they continue to strive. The examinations and projects which we employ are rigorous, but if one fails to achieve mastery of a subject within the semester, one can take more time. This will, of course, result in a greater work load, but anyone willing to shoulder it can succeed. We are interested solely in students mastering the material so that they will develop maximum self-confidence, not in how long, or how much effort an individual must expend in reaching success. It is not enough to pass a test. Specifically, if a student fails to demonstrate mastery in a project or examination, that student must prepare a new project and/or take a new examination. The process will continue until the student demonstrates mastery.

Self-confidence is the more easily understood of the issues, and the more easily attacked in developing a curriculum. As educators we know that knowledge drives self-confidence. Consequently, if we develop a curriculum in which the practical aspects of venture creation, growth, expansion, harvesting, etc., are inculcated, we will enable self confidence. If we incorporate exams and projects which involve actual application of these skills, we will drive confidence even higher. To that end, we envisioned the process of entrepreneurship as described in Table 1.

Although we knew that our envisioning of the process was imperfect, we determined to use it as the basis for the creation of the curriculum. As we were designing this curriculum to be under the control of the Entrepreneurship Department, we knew that future change and evolution would be simple to implement. In fact, that has been happening. As we taught a number of the courses in the Certificate program and in the first ME Cohort, we discovered needs and issues which we had initially overlooked, and incorporated those in subsequent syllabi for those courses. We expect that to be a never ending process.

Table 1 The Process of Entrepreneurship		
The Creation Process	The Growth Process	The Harvesting Process
Creativity, Innovation and Divergency Opportunity Recognition Opportunity Creation Establishing a Vision for a Venture Refining the Vision The Entrepreneurial Team Management Analysis Market Analysis Market Creation Competitive Analysis Bases of Competition and Competitive Paradigms Internal & External Infrastructure Creating Internal & External Infrastructure Feasibility Analysis Start Up Financing Requirements Sources of Start Up Financing Establishing the Venture Market Penetration Strategies Marketing and Promotional Tools Developing Intellectual Capital Organizing the Venture Organizational Structure Legal and Regulatory Issues Risk Management and Insurance Taxation Issues Establishing Compensation Programs Reward, Fringe Benefits and Deferred Compensation Motivation and Behavior Not for Profit Corporations Professional Organizations Debt, Equity and Customer Centered Financing Sales and Cash Flow Forecasting Business Plan Development	Creativity, Innovation and Divergency Teaching, Evolving and Changing the Vision Organizational Structure Compensation Plans Team Dynamics Self-Managed Teams Competitive Advantage Cost, Differentiation and Niche Market Segments Bases of Competition Changing Competitive Paradigms Protecting Intellectual Capital Legal & Regulatory Environment On-Going Risk Management Human and Physical Resource Management Fiscal Resource Management Franchising International Opportunities International Competition E-Commerce Financial Requirements for Growth Strategies for Expansion Mezzanine Financing Debt and Equity Capital Taxation Issues Performance Evaluation Organizational Culture Change Agency Budgeting Financial Analysis Performance Evaluation Managing for Growth Leadership and Followership Ethics and Fraud Prevention Strategic Planning Entrepreneurial Strategy	Creativity, Innovation and Divergency Financial Analysis Strategic Planning Leadership Identifying and Grooming Successors Planning for Management Succession Letting Go and Moving On Changing the Culture Valuation and Appraisal Valuing Intellectual Property Mergers and Acquisitions Attracting Merger Partners Venture Capital The Legal and Regulatory Environment Taxation Issues Debt and Equity Management Initial Placement Offerings Funding the Initial Placement Offering Due Diligence Planning and Structuring for Due Diligence Regulatory Oversight for Public Companies Managing in a Public Company Corporate Entrepreneurship Employee Stock Ownership Plans Buying Out Investors and Partners Estate Planning

Now, we are ready to build the curriculum itself. A curriculum is made up of individual courses, but we must organize the content in each course and structure them in a fashion that will feed self-confidence. That is a challenge in any curriculum, but especially so in entrepreneurship education because of the perceived inherent risk in venture creation.

The Entrepreneurship Curriculum

The process of entrepreneurship as we have envisioned it in the foregoing section most readily translates into a single course in which we address the topics and skill sets in a logical order, presenting and developing the information in the order in which it is needed. However, we must balance that perspective with one which allows the material to be compartmentalized into discrete courses because of the realities of the educational process. In the MBA program at Western the latter issue overrides the former. For example, because we present information from the perspective of specialized disciplines, we talk about all of the management concerns in a single course, all of the finance issues in a single course, all of the marketing issues in a single course, etc. We did not want to do that so we resolved to develop courses which would blend material in such a fashion that the content was germane to the issue at hand. That would mean that we would examine the issues of recruiting, evaluating applicants, hiring and staffing in an early course, but we would come back to the issues of supervising, managing and evaluating personnel in a later course. We would need to talk about compensation plans early, but we would need to revisit the issue later to examine the role of compensation plans in the harvesting of a venture. We would need to talk about start up funding early, but mezzanine financing at a later date, financing the growth of the venture at a still later date, and the role of finance in harvesting at a still later date.

As mentioned earlier, we needed to structure the ME as a cohort based program of study because of a limited number of faculty to support the offerings. Consequently, the curriculum is organized into five semesters as a part time program of study. We utilized the part time model because we believed that the target market would be working adults and current entrepreneurs. That, in fact, has been the case with around half of our students owning ventures at the outset, and the other half interested in entrepreneurship as an alternative to their current careers. The result is that we will begin a cohort in the Fall Semester and proceed through five semesters, including the Summer Semester, to graduation at the end of two years. The format employs semesters because that is the requirement at Western, however, we actually present the material in eight week minimesters so that the students concentrate on only one course at a time. We felt that this would fit into a work schedule more readily and would translate into an online format more readily than attempting multiple courses simultaneously.

Table 2 presents the curriculum which emerged from our attempt to organize the great mass of material which evolved from our envisioning of the process of entrepreneurship described earlier. We tracked material into the courses displayed in the Table and we present the courses in the order listed in the table from left to right. For example, in the first Fall Semester, we present Entrepreneurial Planning in the first minimester and entrepreneurial creation in the second minimester. Note that the actual preparation of a business plan does not occur until the Summer Semester. We wanted to avoid the tendency which seems to be so prevalent that assumes a student can produce a good business plan within a single semester. By providing a full year of material before the preparation of a written plan, our students establish a foundation of knowledge that carries them through the development of a plan that demonstrates feasibility and which can be used to support the pursuit of funding for the enterprise.

Table 2 Curriculum for the Master of Entrepreneurship	
Fall Semester	
Entrepreneurial Planning	Entrepreneurial Creation
Entrepreneurial Profiles Marketing and Promotion Tools Industry and Competitive Assessment Legal and Regulatory Issues Intellectual Capital Inventory and Risk Management Human, Physical and Fiscal Resources Team Dynamics and Self Managed Teams	Feasibility Analysis Forms of Business and Taxation Issues Competitive Advantage and Competitive Weakness Internal and External Infrastructure Management Assessment and Evaluation Bases of Competition and Distinctive Competencies Recognizing and Creating Opportunities Market Penetration Strategies
Spring Semester	
Entrepreneurial Growth	Entrepreneurial Finance
Growth Potential and Market Analysis Market and Infrastructure Creation E-Commerce Franchising Acquisition and Purchase International Opportunities and Operations Fraud Prevention Distinctive Competencies	Revenue, Expense and Cash Flow Forecasting Start up Capital Requirements Income and Cash Flow Statements and Balance Sheets Customer Financing Pro Forma Preparation and Development Sources of Debt and Equity Financing Federal, State and Local Loan & Assistance Programs Angel and Venture Capital Investment
Summer Semester	
Entrepreneurial Innovation	Venture Development
Paradigms Right and Left Brain Functioning Expanding Creative Potential Structuring for Innovation Problem Identification Creative Problem Solving Environmental Sensitivity Divergency in Life	Venture Planning Business Plans Preparing Market Assessments Preparing Competitive Assessments Preparing Management Assessment Start Up Funding Requirements Pro Forma Presentation Finalizing the Business Plan
Fall Semester	
Intellectual Capital	Advanced Entrepreneurial Finance
Creating Intellectual Capital Patents and Provisional Patent Applications Trade Secrets Protecting Intellectual Capital Intellectual Capital in International Markets Legal and Regulatory Issues Ownership and Licensing Issues Valuing Intellectual Capital	Mezzanine Financing Financial Statements Analysis Sources and Types of Debt and Equity Funding Initial Placement Offerings and Due Diligence SEC Registration Requirements and Exemptions Mergers and Acquisitions Business Valuation and Appraisal Harvesting Strategies

Table 2
Curriculum for the Master of Entrepreneurship

Spring Semester	
Entrepreneurial Strategy	Entrepreneurial Leadership
Traditional and Entrepreneurial Strategy Environmental Scanning and Competitive Assessment Deliberate and Emergent Strategy Leadership and Strategy Vision Evolution Organizational Structure Team Dynamics and Self Managed Teams Corporate Entrepreneurship Compensation and Incentive Programs Planning for Succession	Leadership and Followership Organizational Culture Impact of Personality Change of Organizational Culture Personal and Organizational Communication Leadership Style and Participative Management Vision Change and Incultation Personal and Organizational Ethics Building and Maintaining Respect Change Agency

The material in the curriculum is delivered through class discussions, readings and textual material. In the online format we utilize DVDs of discussions relevant to the various topics and we employ at least one hour of DVD material per week. Examinations are all essay based and are designed to demonstrate both an understanding of the class material and the ability to implement the concepts in practice. Each course includes a team based project which requires a hands on application of the various skills and which develops teamwork and appreciation for team dynamics.

We designed the curriculum without reference to the availability of textbooks because we did not want the program to be dictated by convenience. This led to significant problems as we were unable to locate texts to support any of the courses in the program. A number of the individual topics are covered in various texts, of course, but we did not find any single source which could be adapted for use in a course. Consequently, we are delivering the material through a combination of readings, instructor prepared materials, and instructor written texts.

In conclusion, the curriculum and pedagogy which we developed for the Master of Entrepreneurship embodies our envisioning of the entrepreneurial process. The pedagogy which we employ is one which we designed for the purpose of providing practical training in venture creation, growth, and harvesting; one which recognizes the value of tolerance for failure and uses mastery based grading to ensure that students progress when they master each and every concept; and, which embodies a constant focus on developing and expanding divergency in thought, deed and action.

Unique Aspects and Features of the Program

A number of Entrepreneurship Concentrations within the MBA are being offered at various private and public institutions, however, actual MEs are quite rare. Jerome Katz reports 224 universities which offer some level of Entrepreneurship Education (http://eweb.slu.edu/ent_college_list.htm). His list does not differentiate between graduate and undergraduate offerings, however, a study by Karl Vesper and Bill Gartner, published on the Lloyd Greif Center for Entrepreneurial Studies site does differentiate (www.marshall.usc.edu/entrepreneur/postoffice/Compendium/index.cfm). The latter study lists 128 programs, of which 42 are graduate, and 3 are actually Masters of Entrepreneurship. The Katz study is more current and more rigorous, so we applied the Vesper/Gartner ratios to his findings to arrive at an estimate. This calculation suggests that there are approximately 74 universities offering Entrepreneurship Education at the graduate level, but only about five to seven in the world which might offer an ME degree. Utilizing information from the Katz study and conducting our own Google searches, we examined the web sites of a number of universities around the world. Our research identified Master of Entrepreneurship programs in the following six universities:

HEC School of Management, France;
Northern University, Bangladesh;
Queensland University of Technology, Australia;
Swinburne University of Technology, Australia;
University of Adelaide, Australia; and,
University of Otago, New Zealand.

Our findings were consistent the suggestions inherent in the Vesper/Gartner and Katz studies. Consequently, we believe our Master of Entrepreneurship to be the first such program in the United States.

There is a vast difference between the typical MBA Entrepreneurship and an ME. Concentrations within an MBA typically can offer no more than 3 or 4 courses in Entrepreneurship because of the need for survey coverage of the broader business disciplines. An ME can offer much greater depth, can explore the entirety of the Entrepreneurial experience and transcend the concentration on Fortune 500 operations which is so typical in an MBA program.

Our ME program has been designed by academic entrepreneurs, people who have both entrepreneurship experience and academic credentials, to inculcate a practical approach to the operational issues involved with creating, leading, growing and harvesting ventures. Our view is that traditional management education is destructive to the entrepreneurial spirit. A focus on tapping demand, competitive advantage, opportunity recognition, and improving performance is a convergent process. Entrepreneurship is divergent and explores opportunity creation, and the commensurate creation of demand. Concentrating on shareholder wealth sacrifices long term leadership, so entrepreneurship is about sacrificing short term profits to experiments and learning so that a new paradigm of competition can be established. The traditional modes of organizational

structure and management destroy innovation and creativity. Consequently, even though marketing, management, finance and accounting are covered in our program, they are taught in an entrepreneurial environment and context. We examine buyer motivations and strategies for penetrating new markets, not the four Ps of marketing. We examine team based structures and self managed teams, not hierarchies or chains of command. We investigate sources of start up and mezzanine funding and the use of customer based financing, not present value models of return on investment. We discuss trend analysis as a technique of management and fraud prevention, not the preparation of a general ledger. We investigate leadership not management, and entrepreneurial strategy not strategic management. To this mix we add an emphasis on intellectual property, innovation and creativity, divergency of thought and action, ecommerce and franchising growth strategies, the potential for international operations, and harvesting plans and strategies. In short, we begin with the development and refinement of an entrepreneurial vision, and we proceed through the demonstration of feasibility of that vision, the establishment of a venture, the growth and expansion of that venture, and the eventual harvest of that venture.

Sources of Funding for the Program

The program was funded within the established budget of the College of Business of Western Carolina University. We received no grants or funding from any other source. We handled the initial faculty requirements by reallocating resources within the College. As we had anticipated, the success of the program generated sufficient student credit hours to create new faculty positions. We started the foray with two faculty members and have since created two new slots and hired new instructors for a total of four faculty. In addition, we have earned another faculty slot and we expect to recruit for that position this Spring and fill it next Fall.

As Western is a public university its funding formula is based on student credit hours. Like all such universities, we must generate the student hours before we can obtain the resources to support the generation of those hours. Western clove that Gordian knot by investing current resources in an unproven program and essentially taking a risk that we could generate sufficient hours to support the program. We think that our success in this funding approach can be used by other universities to justify their own entrepreneurial acts.

Program Benefits and Outcomes for Students

The Master of Entrepreneurship was launched in Fall, 2003, with an initial cohort of 44 students. That cohort is will complete the program next semester and we have lost only two of the original enrollees. In Fall, 2004, we launched the second cohort with an additional 41 students, for a total of 83 continuing students. To put these numbers into perspective, WCU's approximate Fall, 2003, and Fall, 2004, enrollments in the MBA program were 124 and 137 students respectively; in the Master of Project Management, 88 and 97 students; and in the Master of Accountancy, 49 and 54 students, respectively. A unique aspect of our program is that it attracts a significant number of people with advanced degrees. Of the 42 remaining students in cohort one, for example, 13 held advanced degrees at the beginning, including one PhD, one MD, one MS, and ten MBAs. A

substantial number of cohort two also hold advanced degrees with one PhD, one MD, two MS, one MPA, and a number of MBAs. This suggests to us that our students are looking to the ME program to provide personal benefits, not as a vehicle to support employment. In entry surveys they all indicated that they were interested in learning practical skills to help launch or grow an entrepreneurial career.

Despite the fact that we have not graduated the first class, the program has had a profound impact on our students already. We surveyed our initial students in an attempt to quantify that impact. Thirteen of our 42 students in cohort one owned business ventures at the start of the program. These students have collectively filed for a number of patents, launched new business ventures, expanded existing ventures, hired more people, and increased their sales and profits. In fact, eleven of the thirteen have undergone significant expansion. These entrepreneurs reported to us that they were taking ideas and content from the classes and incorporating the same into their businesses with the impact being faster growth and more success. They report that they view the world and their businesses differently and that they expect to continue to grow more strongly and to create new and unrelated business ventures in the future. Some of the changes were dramatic. Four of the 13 students opened new offices effectively doubling the size of their respective ventures. Another expanded the employment base of his venture from four people to twelve. One student reported that an idea presented in class effectively doubled his profits. Two students launched new ventures which were unrelated to their businesses. Another student reported that she had never considered expanding her operation before the class, but was now examining a new market area which her feasibility analysis indicates could increase her volume several fold. Yet another student effectively reorganized his entire business based upon material in the program. Each of the foregoing examined the feasibility for their respective expansion programs as a class project and each incorporated class feedback into the revised plan. Further, every single one of our business owners reported a positive benefit on his or her venture and directly attributed that impact to participation in the program.

There were 29 students in cohort one who did not own a business at the beginning of the program. Of these ten students have already started business ventures. This group also filed for several patents. Each of these students reported that the material in the courses led to their decisions to launch their businesses and each used class feedback in refining their feasibility analyses and their business plans. One student raised the necessary start up capital through investment in her business by the other members of the class. Every one of the remaining 19 students in the class reported that he or she intends to start a venture in the near future after graduation. These students also reported that they view the world differently and they feel that their lives have been profoundly impacted.

Each and every student in the cohort reported a dramatic increase in his or her self-confidence. This was extremely gratifying as our primary motivation during the development of the curriculum was to achieve exactly that. Combine that with the growth in actual ventures, the creation of the new ventures, and the clear indication that every member of the class will become an entrepreneur and we feel that the objectives of the program have been met. Further, the students report a greater sense of well being which they attribute to their confidence in their knowledge and abilities. This suggests that their personal objectives have been met by the program, as well as our own.

Exhibit One

Innovativeness and Uniqueness of the Program

In the body of this application we made the case that there are very few Masters in Entrepreneurship in the world; perhaps as few as six. Of course, the name of a degree has less value than the contents of the program. Consequently, a program with deep coverage of entrepreneurship, regardless of its name, would display a high level of innovativeness and uniqueness. Our research suggests that such programs are indeed rare. Even an exceptional program like Ball State includes only four courses in Entrepreneurship (www.bsu.edu/classes/kuratko/mgt640/history.html), which is also the model followed by the University of Southern California (www.marshall.usc.edu/web/EKG.cfm?doc_id=903#Business%20of%20Entrepreneurship).

We wanted to be different. We examined the model of the venerable Babson College. This program is an excellent example of a deep dive into entrepreneurship as its entire MBA in Entrepreneurship curriculum features entrepreneurship principles (www3.babson.edu/ESHIP/academics/MBAPrograms). However, Babson is a private college with great endowments and Western is a public university without significant endowments. There is a vast difference in what a public institution can provide. In addition, our constituency is vastly different from the Babson student body, as is our overall mission.

Consequently, we set out to design a curriculum for our target market: place-bound adults who have completed undergraduate educations from public universities in the Southeastern United States. We wanted a curriculum which would fuel economic development in the kind of rural environment which exists in our service region and throughout most of the nation; an environment which has limited infrastructure and an undereducated workforce. Using academic entrepreneurs and consulting with groups of entrepreneurs and community leaders, we accomplished the program design, however, we still faced a difficult challenge: the traditional orientation of a public university.

Having successfully established an undergraduate degree in Entrepreneurship two years earlier, we had succeeded in creating a Discipline Specialty Program Number within the University of North Carolina System. These codes distinguish all actual degrees and may be found on the UNC General Administration web page. Establishing Entrepreneurship among these codes required two years of evaluation and review by the General Administration, but it elevated Entrepreneurship in North Carolina to a par with Management, Accounting, and other such programs of study and paved the way for other public universities to establish entrepreneurship programs.

Building on the identity of Entrepreneurship as a qualified field of study, we proposed a Speciality Master's Program which would consist entirely of Entrepreneurship courses and embody the curriculum described in this application. Chancellor Bardo gave the proposal his blessing and we were able to shepherd it through the state level review process. The result was a completely new and unique program, designed for our market and for our university, and entirely contained within the newly created Entrepreneurship Department.

Exhibit Two

Quality and Effectiveness of the Program

Western Carolina University is an AACSB accredited university. This required the Master of Entrepreneurship Program to be designed and implemented in a fashion which preserves and protects that accreditation. Further, WCU is a member institution of the 16 campus University of North Carolina. All new program proposals within the system must survive assessment at the General Administration level before they can be implemented. Again, the quality of the program was the paramount issue in that approval process.

We spent three years in the design of the program and in obtaining the approval of the faculty in the College of Business and in the University at large, as well as the approval of the various administrative officers, including the Dean of the College, the Dean of Research and Graduate Studies, the Council of Deans, the University Librarian, the Vice Chancellor for Academic Affairs, the Chancellor of the University, the UNC Graduate Programs Review Committee, the Vice President for Research, the Vice President for Academic Affairs, and the Office of the President of the UNC System. Such a path is typical of a state supported, public institution.

Our study included the conduct of a number of actual courses as electives within the MBA which became prototypes for many of the contents of the Entrepreneurship curriculum, interviews with students and graduates, consultations with Advisory Boards and entrepreneurs in the region, community leaders, and an exhaustive review of the entrepreneurship offerings of other universities and programs. This research formed the foundation for supporting the approval of the program and for developing the curriculum for the program.

The quality of the planning and of the proposal for the program is clearly evidenced by the level of oversight and rigor which it survived, especially just three years after the undergraduate program in entrepreneurship had been approved. Observation tells us that few new program proposals make it out of a chancellor's office. That is partly the result of state budgets which discourage new program applications, and partly because of concerns over the potential failure of unproven programs. Of those few that make it to General Administration, only a fraction survive scrutiny. The success of this program, especially given its rarity, is testimony to the perceived quality of the proposal and the program.

The effectiveness of the program is clear from the overwhelming success which it has enjoyed. The program has been the most successful of any new graduate program in recent history at Western Carolina University. An initial cohort of 42 majors, and a follow-on cohort of 39 students, for an institution of our size is remarkable. In fact, our program is now the third largest master's program in the entire university. As you might expect, the administration at the University is thrilled with the program and its quality.

In the body of this application we described the benefits of the program to the students enrolled in it. We will not repeat that information here, but we would like to share a selection of students comments with the reader. We asked the students in cohort one to tell us in their own words of the impact of the program on their lives. Following are some of their comments.

- Terri: The program has given me the kind of power in knowledge that eliminates fear. I've always wanted to own my own business but was afraid. Now I know I can do it and that anyone can do it and that failure is not fatal. The tools I have acquired in this program are instrumental in my level of confidence in my future success.
- Scott: The program has given me more confidence...has reinforced my belief in the spirit of entrepreneurship...has given me desire, hunger and drive to follow through with my dreams.
- Abe: The impact of the program has been enlightening. It is very different from the MBA. While that program was educational to a degree, it lacked the excitement and practical approach of this program. The program has shed new light about the business world and about my business. I look at things in new and different ways and it has made me a better manager overall in my business.
- David: Even my family is involved. My wife and children love to share the ME ideas and information. We hope to establish a family business and our children are inspired and are looking for the best time to enter the market.
- Cyndy: I have actually started a company and my goal is to make millions for myself and my investors.
- Jerry: The program, the ideas, and the motivation encouraged me to grow my business more aggressively. All the business courses in my undergraduate and graduate course work did not touch on the realities of business.
- Allison: I never knew how much went into the starting and running of a business. I once thought of starting a business when I retire. Now, I'm contemplating the launch of a photography store followed by a t-shirt store.
- Lisa: The program has made me feel much more confident and given me the skills to do what I need to do to succeed in my own business.
- Rick: The program has changed the way I view most things in my life and I am always looking at how to turn an activity into an entrepreneurial venture.
- Tom: The program is filled with very useful information. I took a team approach in my business as a result of this program and it has revolutionized my business.
- Jared: The program has taught me to recognize opportunities and when I have an idea I am immediately thinking of ways to turn that idea into a business.
- Marcia: I have gained many tools to evaluate and improve my company and I plan to continue to refine my procedures and practices.
- Sharon: I see opportunity everywhere now. I evaluate how businesses operate even if I'm just purchasing pizza from them.
- Carol: The program has presented practical business applications and fed a passion for business. I am now resolved to stop working for others.
- Joy: This program has immensely impacted my life and abilities...I am much more comfortable with financial things and I can think more creatively.
- Penny: This program has profoundly impacted my life. My awareness of the business environment has increased as has my ability to understand how business works.

- Kath: This program is a life changer. I went from having an aversion to business to an understanding of entrepreneurship as the backbone of the economy and a way to make a living. When the opportunity presented itself, this program had already given me the tools to start a business.
- Gill: I have more self-confidence, greater awareness and knowledge, increased creativity and interpersonal understanding and a greater appreciation of teamwork.
- Chris: I have developed a much greater understanding and appreciation of business and I find myself analyzing businesses and evaluating and constantly judging businesses. I intend to create a successful business.
- Trey: This program has given me the confidence to start new ventures when I see a need and valuable insight into running my business in a more efficient manner.
- Dawn: The program has opened my mind to new ideas.
- Josh: The program has been a tremendous benefit and provided valuable insight for creating, growing and sustaining business opportunities.
- Epporah: I have been brought to speed concerning business, how it operates, and how to be successful.
- John: The program has given me great insight into what it takes to start and operate a successful business.
- Bill: Before the program I was content to work for others. Now I look forward to starting my own business and I have changed my perspective in that I am constantly thinking about new ways to implement.
- Alison: This program does an excellent job of helping those interested in starting a business.
- Juli: When I began this program I was highly doubtful about starting another business having failed at the last. Now I feel far more confident that with this knowledge I will be successful in creating and running a new business.
- Bryan: Opportunity awareness is one of the largest impacts on my life. There are so many opportunities that I would never have considered before.
- Eric: This program has provided insight that was previously unattainable in terms of how to run and grow my business.
- Geri: The program has opened my eyes to the possibilities and increased my self-confidence.
- Kelly: I've learned so much that my brain feels like it's going to explode. This has been a highly beneficial journey across a very complex subject.
- ML: The program has helped to foster my dreams. I not only learned a vast amount, I did it while laughing and having fun.

The feedback from the students concerning the quality and impact of the program has been uniformly positive. They not only believe that they have mastered useful, practical skills, they have already put those skills into action and demonstrated the value of the program. As we indicated earlier in this application, 11 of our 13 business owners have dramatically improved their ventures, and 10 of our 29 non owners have already become entrepreneurs. The rest are close behind.

Exhibit Three

Completeness and Comprehensiveness of the Program

It was clear to us from the beginning that if we permitted the specialists in accounting, finance, management, marketing, economics, information systems, and quantitative methods, which made up our faculty to design the courses in our program, that little of real entrepreneurship would be found in the curriculum. It has been our observation that professors trained as specialists cannot be expected to understand the entrepreneurial mind, nor the potential for paradigm shift inherent in the creative destructionism of the entrepreneurial process. Consequently, we wanted every course to be an entrepreneurship course, designed to deliver material which we thought was directly germane to the entrepreneurship process.

What should be taught? Earlier in this application we explained that our mission was to develop both *entrepreneurial vision* and *entrepreneurial will*. Our objective was to *produce successful entrepreneurs*, and to impact economic development for our region and for the nation through the entrepreneurial ventures which our graduates would create. We wanted to be both complete and comprehensive in our treatment of the entrepreneurial process. To that end we outlined our perspective of the process and we have presented that perception previously. We drew on our research and on interviews with entrepreneurs and entrepreneurial leaders and we created a series of skill sets tied to the entrepreneurial process. We have displayed the results of that research previously, but we have duplicated it below in Table 3.

We envisioned the process from the perspective of the three principal acts of entrepreneurship: the creation of a venture, the growth of that venture, and the harvesting of that venture. In each of these areas we developed a series of skills which our research led us to believe was vital to success.

One should note that we wanted to investigate entrepreneurship, not small business management. If we believe that the difference is the establishment of ventures which have major economic development potential, then we must focus on ventures which have the potential to embody value beyond the performance of work. Specifically, if a venture simply exists to support an individual or a family in the production of income which could replace salaries from traditional employment, we saw that as a small business venture. Such ventures are not likely to create intellectual capital or to develop value beyond the actual performance of work. These ventures are not likely to grow or to create significant employment opportunities, or to create wealth for the entrepreneurs involved. Major employment gains and economic impact, and significant wealth potential requires the creation of ventures which can grow and grow dramatically. Such a venture we have termed an entrepreneurial venture throughout this application and we believe that creating and growing these requires a different set of skills. One might very well earn a living for the family through the application of an ability, but to create value in that venture requires far more than the skills of an artisan. It requires the skill of a master entrepreneur. These are the skills we want to inculcate and these are the skills outlined in the table.

Table 3 The Process of Entrepreneurship		
The Creation Process	The Growth Process	The Harvesting Process
Creativity, Innovation and Divergency Opportunity Recognition Opportunity Creation Establishing a Vision for a Venture Refining the Vision The Entrepreneurial Team Management Analysis Market Analysis Market Creation Competitive Analysis Bases of Competition and Competitive Paradigms Internal & External Infrastructure Creating Internal & External Infrastructure Feasibility Analysis Start Up Financing Requirements Sources of Start Up Financing Establishing the Venture Market Penetration Strategies Marketing and Promotional Tools Developing Intellectual Capital Organizing the Venture Organizational Structure Legal and Regulatory Issues Risk Management and Insurance Taxation Issues Establishing Compensation Programs Reward, Fringe Benefits and Deferred Compensation Motivation and Behavior Not for Profit Corporations Professional Organizations Debt, Equity and Customer Centered Financing Sales and Cash Flow Forecasting Business Plan Development	Creativity, Innovation and Divergency Teaching, Evolving and Changing the Vision Organizational Structure Compensation Plans Team Dynamics Self-Managed Teams Competitive Advantage Cost, Differentiation and Niche Market Segments Bases of Competition Changing Competitive Paradigms Protecting Intellectual Capital Legal & Regulatory Environment On-Going Risk Management Human and Physical Resource Management Fiscal Resource Management Franchising International Opportunities International Competition E-Commerce Financial Requirements for Growth Strategies for Expansion Mezzanine Financing Debt and Equity Capital Taxation Issues Performance Evaluation Organizational Culture Change Agency Budgeting Financial Analysis Performance Evaluation Managing for Growth Leadership and Followership Ethics and Fraud Prevention Strategic Planning Entrepreneurial Strategy	Creativity, Innovation and Divergency Financial Analysis Strategic Planning Leadership Identifying and Grooming Successors Planning for Management Succession Letting Go and Moving On Changing the Culture Valuation and Appraisal Valuing Intellectual Property Mergers and Acquisitions Attracting Merger Partners Venture Capital The Legal and Regulatory Environment Taxation Issues Debt and Equity Management Initial Placement Offerings Funding the Initial Placement Offering Due Diligence Planning and Structuring for Due Diligence Regulatory Oversight for Public Companies Managing in a Public Company Corporate Entrepreneurship Employee Stock Ownership Plans Buying Out Investors and Partners Estate Planning

As the table suggests, we developed what we believe to be an exhaustive listing of entrepreneurship skill sets. Clearly, our understanding is flawed and incomplete, but we have made a start in outlining the process which we need to teach. Evolution and modification will be required, but our initial foray is, we believe, both more complete and comprehensive than the norm. As we

were designing this curriculum to be under the control of the Entrepreneurship Department, we knew that evolution would be simple to implement. In fact, that has happened. Teaching Cohort 1, we discovered needs and issues which we had overlooked, and we incorporated changes for Cohort 2. We expect that to be a never ending process.

Now, we were ready to build the curriculum itself. We expect the pedagogy to contribute to the development of self-confidence, but we must remember that course content will have a major role to play in that process, as well. Specifically, we must present information which is directly applicable to entrepreneurship, and we must do it in a fashion that makes it clear to students that they have, indeed, mastered the concepts and skills needed for entrepreneurial success.

As described earlier in this application, we incorporated the skill sets into courses on the basis of how the material should best be presented, rather than focusing on the convenience of delivery. We were able to accomplish that objective because all of the courses are under the control of the Entrepreneurship Department. We mapped the skill sets into courses and we structured those courses so that they would support the presentation of introductory level material related to the various skill sets, followed by more advanced material, at points in the program which are most logical for retention. We have displayed the curriculum earlier, but we repeat the information in Table 4, below.

Table 4	
Curriculum for the Master of Entrepreneurship	
Fall Semester	
Entrepreneurial Planning	Entrepreneurial Creation
Entrepreneurial Profiles Marketing and Promotion Tools Industry and Competitive Assessment Legal and Regulatory Issues Intellectual Capital Inventory and Risk Management Human, Physical and Fiscal Resources Team Dynamics and Self Managed Teams	Feasibility Analysis Forms of Business and Taxation Issues Competitive Advantage and Competitive Weakness Internal and External Infrastructure Management Assessment and Evaluation Bases of Competition and Distinctive Competencies Recognizing and Creating Opportunities Market Penetration Strategies
Spring Semester	
Entrepreneurial Growth	Entrepreneurial Finance
Growth Potential and Market Analysis Market and Infrastructure Creation E-Commerce Franchising Acquisition and Purchase International Opportunities and Operations Fraud Prevention Distinctive Competencies	Revenue, Expense and Cash Flow Forecasting Start up Capital Requirements Income and Cash Flow Statements and Balance Sheets Customer Financing Pro Forma Preparation and Development Sources of Debt and Equity Financing Federal, State and Local Loan & Assistance Programs Angel and Venture Capital Investment

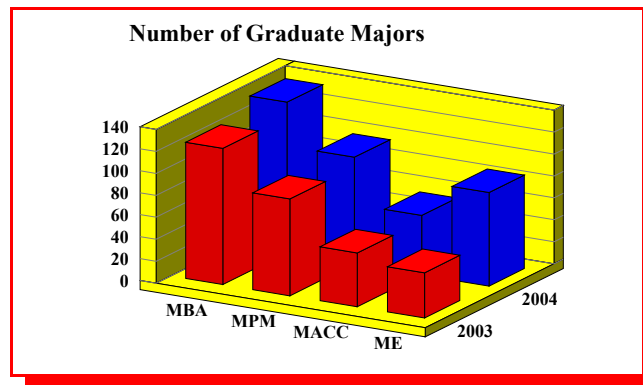
Table 4 Curriculum for the Master of Entrepreneurship	
Summer Semester	
Entrepreneurial Innovation	Venture Development
Paradigms Right and Left Brain Functioning Expanding Creative Potential Structuring for Innovation Problem Identification Creative Problem Solving Environmental Sensitivity Divergency in Life	Venture Planning Business Plans Preparing Market Assessments Preparing Competitive Assessments Preparing Management Assessment Start Up Funding Requirements Pro Forma Presentation Finalizing the Business Plan
Fall Semester	
Intellectual Capital	Advanced Entrepreneurial Finance
Creating Intellectual Capital Patents and Provisional Patent Applications Trade Secrets Protecting Intellectual Capital Intellectual Capital in International Markets Legal and Regulatory Issues Ownership and Licensing Issues Valuing Intellectual Capital	Mezzanine Financing Financial Statements Analysis Sources and Types of Debt and Equity Funding Initial Placement Offerings and Due Diligence SEC Registration Requirements and Exemptions Mergers and Acquisitions Business Valuation and Appraisal Harvesting Strategies
Spring Semester	
Entrepreneurial Strategy	Entrepreneurial Leadership
Traditional and Entrepreneurial Strategy Environmental Scanning and Competitive Assessment Deliberate and Emergent Strategy Leadership and Strategy Vision Evolution Organizational Structure Team Dynamics and Self Managed Teams Corporate Entrepreneurship Compensation and Incentive Programs Planning for Succession	Leadership and Followership Organizational Culture Impact of Personality Change of Organizational Culture Personal and Organizational Communication Leadership Style and Participative Management Vision Change and Incultation Personal and Organizational Ethics Building and Maintaining Respect Change Agency

We believe that the curriculum represents the most comprehensive approach to the entrepreneurial process that we have seen. As we have discussed earlier, the results of our approach created a level of difficulty for us as we could find no textbooks which embodied the material as we have envisioned it. That means that we must deliver the content through a combination of selected readings, instructor prepared materials, and instructor written texts.

Exhibit Four

Sustainability of the Program

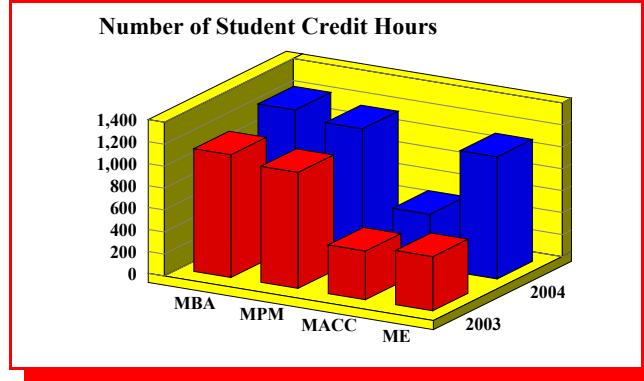
Sustainability of a program in the North Carolina system is a function of the number of students in the program, the number of student credit hours and the number of graduates which it produces. As we have discussed, the ME displays the most significant numbers of any new graduate program in recent history at Western Carolina University. The number of students in the Master of Business Administration, Master of Project Management, Master of Accountancy, and Master of Entrepreneurship for 2003 and 2004 are displayed in the following chart. Note that the MBA is more than 30 years old, the MPM, more than 10, the MACC, more than 6, and all are at their respective peaks in terms of enrollment.



As the graph displays, in the second year of the program we have surpassed the MACC and are only slightly below the MPM in terms of the number of majors. Given that Western traditionally graduates around 80% of the students enrolled in graduate programs, we will clearly be generating adequate graduates to sustain the program. In fact, our first cohort which will graduate in May, 2005, represents a 95% graduation rate.

We are conservatively planning to launch another cohort in the Fall of 2005 and the rate of applications which we currently have on hand greatly exceeds the number of applications for either of the first two cohorts at a similar point in time. That suggests to us that not only will we be able to launch another cohort to replace cohort one, we are on the way to recruiting two cohorts for the fall. If that happens we will surpass the MPM and challenge the MBA for leadership of graduate education on campus.

Student credit hours are more important than student counts because these are used to determine the budget allocation from the University System. As our program is a lock step cohort driven system it has the potential to out perform the MACC and the MBA which are menu based systems. In both those programs most students only enroll in one three hour course at a time. The MPM is also a cohort based program and it enrolls students in six hours of work each semester, as does the ME. The following chart shows the contrast among the programs.



As the chart displays, the ME program is very close behind both the MPM and the MBA in terms of student credit hours generated. This has resulted in the creation of new faculty positions which will, in turn, generate more student credit hours. Clearly, the program is sustainable from the perspective of its financial success for the university.

As we mentioned above, the ME has not generated graduates yet, but the first cohort will graduate 42 students next semester. That will be more graduates than either of the other three programs will create and it will establish us as a major program within the College of Business and within the University as a whole. Clearly, the survival of the ME is not only assured, but it is poised to surpass the MBA and we have every expectation that it will do so next fall.

Exhibit Five

Transferability of the Program

Transferability is important for regional, public universities like Western because our universities have neither the resources nor the freedom to create programs of study which have not been demonstrated to have a low risk of failure. When we must use scarce state resources, as we all must, and when we are accountable to oversight by a university system as well as a state legislature, we must all be able to demonstrate that our program proposals have the potential to serve our constituencies and to husband our state tax dollars.

We believe that the Western Carolina University The WCU Master of Entrepreneurship program has great potential for application to other universities, especially state supported institutions, like us. We know that either the curriculum or the pedagogy or both can be easily duplicated.

The courses which make up the Master of Entrepreneurship curriculum have been designed and we have made the syllabus for each course available in this document and we will be making it available to other interested parties. Our experience suggests that the actual makeup of the program can, and should, vary, based upon the market for the institution and the mission of the university and college. The only constant we believe is that each course should be designated with an ENT prefix and clear ownership of each course should reside in an Entrepreneurship Department. The politics involved with interdisciplinary course listings and offerings, in our experience, make success of such a program problematic, at best.

We found that one of the primary issues of concern during our feasibility study was the absence of a model program in place at another university. For us, the primary issue in the North Carolina System for approval of a new program offering was concern over the success of the proposal. There is a secondary issue involving duplication of programs among the system universities, but that was not a problem for us as nothing close to our program existed.

In our efforts to demonstrate the potential value of the program we had little data which we could present to support our conviction that the program would be successful. That was a primary factor in the long and involved process which was required to obtain approval. The Western experience is right on point for almost any other university, especially a small, state supported institution, to use in support of its proposal. Our data is available and we will be happy to share it with any interested institution. We believe that the success of program can be used as a model to persuade general administration officers and state legislators of the potential in other universities. We find this greatly to be desired because we believe that the future economic development of our nation is dependent upon the rapid, broad based development of entrepreneurship programs around the nation.

When television commercials make fun of MBAs and the entire audience seems to get the joke, we need to do something dramatic. When outsourcing trends reach fast food drive up windows and low paying jobs, the need becomes more critical. We need entrepreneurship programs, we need them everywhere, and we need them now.

Thumbnail Biographies of the Faculty

James W. Carland, Jr.

Education:

1968 BA, Mathematics, University of North Carolina at Asheville
1977 MBA, Western Carolina University, Cullowhee, NC
1982 PhD, University of Georgia, Athens, GA
Major: Management Policy and Systems
Related Fields: Accounting and Finance
Supporting Field: Economics
Research Methodology: Econometrics
Dissertation: Entrepreneurship

Professional Certifications:

CMA 12/77-Retired 12/01 Certified Management Accountant (Number 840)
Institute of Management Accounting
CPA 5/80-Retired 12/01 Certified Public Accountant (Number 12700)
North Carolina Board of Certified Public Accountants
CVA 10/96-Retired 10/99 Certified Valuation Analyst (Number 96211)
National Association of Certified Valuation Analysts

Experience:

22 years at Western Carolina University; Professor of Entrepreneurship
Co-Founder of Baccalaureate in Entrepreneurship and Master of Entrepreneurship programs;
both the first of their kind in North Carolina and among the first in the United States
12 years in Entrepreneurial Activities; Co-Founder of more than 12 ventures in a variety of
industries and markets; Currently active in the operation of more than 3 ventures
22 years in Consulting, specializing in entrepreneurial ventures; counseled more than 400
firms
5 years in Banking in Consumer and Commercial lending; Financial Analysis experience
2 years in sales; Life and Health Insurance sales
3 years of service in the U.S. Marine Corps; Viet Nam veteran; honorably discharged with
the rank of Captain

Research:

Co-Author of more than 9 books, more than 70 articles in peer refereed, scholarly journals,
and more than 200 papers in refereed, scholarly proceedings
Internationally known in Entrepreneurship circles; Listed in all of the scholarly compilations
of entrepreneurship contributions published around the world over the last two
decades

Jo Ann C. Carland

Education:

1969 AB, French, Latin & Education, Meredith College, Raleigh, NC
1978 MAEd, Western Carolina University, Cullowhee, NC
1981 PhD, University of Georgia, Athens, GA
Major: Educational Psychology
Minors: Statistics
Computer Systems
Social Psychology
Dissertation: Education of the Gifted

Professional Certifications:

1987 CDP Certificate in Data Processing
Institute for the Certification of Computer Professionals
1994 CCP Certified Computer Professional
Institute for the Certification of Computer Professionals

Experience:

22 years at Western Carolina University; Professor of Entrepreneurship
Co-Founder of Baccalaureate in Entrepreneurship and Master of Entrepreneurship programs;
both the first of their kind in North Carolina and among the first in the United States
12 years in Entrepreneurial Activities; Co-Founder of more than 12 ventures in a variety of
industries and markets; Currently active in the operation of more than 3 ventures
22 years in Consulting, specializing in entrepreneurial ventures
5 years in teaching at the High School and Middle School levels

Research:

Co-Author of more than 9 books, more than 70 articles in peer refereed, scholarly journals,
and more than 200 papers in refereed, scholarly proceedings
Internationally known in Entrepreneurship circles; Listed in all of the scholarly compilations
of entrepreneurship contributions published around the world over the last two
decades

Frank S. Lockwood

Education:

PhD
University of South Carolina
Columbia, South Carolina
1998

MBA
Emory University
Atlanta, Georgia
1969

BS
Ripon College
Ripon, Wisconsin
1965

Publications and Scholarly Activity:

One book chapter, one journal article, two proceedings

Grants Activity:

Six grants totaling \$3,392,000

Consulting Activity:

12 major clients over the last five years.

Entrepreneurship Experience:

Co-founder, founder, or principal in more than 14 ventures

Robert B. Carton

Education:

PhD, University of Georgia, 2004
Strategic Management and Entrepreneurship
Awards: Comer Fellowship, Biscoe Scholarship, Terry Scholarship

Master of Business Administration, University of Georgia, 1996
Emphasis in Corporate Finance and Entrepreneurship
Awards: Class honors, NationsBank Scholar, Dean's Teaching Assistantship

Bachelor of Science, Duke University, 1980
Management Science and Accounting
Awards: Magna Cum Laude

Professional Certification

Certified Public Accountant, 1980

Publications and Scholarly Activity:

One journal article, one book chapter, five proceedings publications and seven scholarly presentations

Experience and Consulting:

Acted as an outside advisor for numerous startup firms, one of which was recognized as an *Inc. 500* company and all of which are still in business; prepared offering prospectuses for the private placement of \$5,550,000 Senior Subordinated Convertible Debt for a public company, \$2,100,000 and \$2,000,000 of venture capital for two companies, and \$4,000,000 and \$8,000,000 of common stock for a private company; negotiated, executed, and managed a \$300,000,000 forward sale agreement for sub-prime mortgage backed securities; negotiated and managed lines of credit for up to \$12,000,000, asset backed loans of up to \$3,200,000 per loan, and a \$250,000 state economic development loan; participated in the negotiations for the sale of three companies.

Entrepreneurship Experience:

Co-founder, founder, or principal in seven ventures Co-founder, founder, or principal in seven ventures

COURSE SYLLABI

<p style="text-align: center;">ENT 620: ENTREPRENEURIAL PLANNING SYLLABUS</p>
--

Objectives: The students will be able to:

- ◆ Differentiate between Microentrepreneurs, Entrepreneurs and Macroentrepreneurs and various visions of business;
- ◆ Understand marketing and promotional tools and how to identify and penetrate a target market area as well as how to promote products or services;
- ◆ Understand the aspect of the law that specifically applies to small and new businesses;
- ◆ Explain the value of intellectual capital and how to create it;
- ◆ Comprehend the initiation and management of inventory, risk, human physical, and fiscal resources;
- ◆ Describe team dynamics and the potential benefits of self-managed teams; and,
- ◆ Present the results of their investigations to others.

Projects: Each team will prepare an initial marketing plan which will consist of a video tape of a television ad for the venture, billboard mock up, brochures, print ad mock ups, and the text for a radio commercial.

Reflections: Each week, each individual will be expected to reflect upon the content and discussion of that class and post a brief evaluation (1 to 2 pages maximum) on the class web page. Further, each individual will be expected to read all of reflections posted by his or her classmates, and write and post a second reflection paper which responds to the reflection of the others.

Grading: There will be two essay exams each of which will count 30% of the grade, the project will count for 30% of the grade and the reflection papers will count for 10% of the grade. Any student failing to achieve a grade of at least 80 on any of the assignments will be required to repeat that assignment. Any student who is unsatisfied with a grade may request the opportunity to repeat that assignment. Repeat exams will contain new material and repeat projects will be subjected to more rigorous review.

Content: Entrepreneurial Profiles; Marketing and Promotion Tools; Industry and Competitive Assessment; Legal and Regulatory Issues; Intellectual Capital; Inventory and Risk Management; Human, Physical and Fiscal Resources; Team Dynamics and Self Managed Teams

<p style="text-align: center;">ENT 610: ENTREPRENEURIAL CREATION SYLLABUS</p>

Objectives: The student will be able to:

- ◆ Investigate and report on the feasibility of a venture;
- ◆ Examine the potential demand for new or enhanced products or services and discuss the issues in creating opportunity or demand;
- ◆ Describe the industry characteristics potentially affecting a new venture;
- ◆ Examine the competitive environment of such a venture and identify competitive strengths and weaknesses;
- ◆ Discuss the internal and external infrastructure and potential infrastructure which would affect such a venture;
- ◆ Explain bases of competition and develop a distinctive competency for a prospective new venture;
- ◆ Discuss management assessment and evaluation;
- ◆ Identify the fiscal, physical and human resources required for a new venture;
- ◆ Understand the forms of business available to a specific enterprise and incorporation and/or licensing requirements and the impact of taxation; and,
- ◆ Prepare market penetration strategies.

Projects: Each team will develop a vision for a venture and design specific strategies for penetrating a new market for that entrepreneurial venture and prepare a video presentation of the plan.

Reflections: Each week, each individual will be expected to reflect upon the content and discussion of that class and post a brief evaluation (1 to 2 pages maximum) on the class web page. Further, each individual will be expected to read all of reflections posted by his or her classmates, and write and post a second reflection paper which responds to the reflection of the others.

Grading: There will be two essay exams each of which will count 30% of the grade, the project will count for 30% of the grade and the reflection papers will count for 10% of the grade. Any student failing to achieve a grade of at least 80 on any of the assignments will be required to repeat that assignment. Any student who is unsatisfied with a grade may request the opportunity to repeat that assignment. Repeat exams will contain new material and repeat projects will be subjected to more rigorous review.

Content: Feasibility Analysis; Forms of Business and Taxation Issues; Competitive Advantage and Competitive Weakness; Internal and External Infrastructure; Management Assessment and Evaluation; Bases of Competition and Distinctive Competencies; Recognizing and Creating Opportunities; Market Penetration Strategies

<p style="text-align: center;">ENT 620: ENTREPRENEURIAL GROWTH SYLLABUS</p>
--

Objectives: The student will be able to:

- ◆ Understand the tools required to grow and expand a new or existing venture;
- ◆ Apply the tools of market analysis to a venture;
- ◆ Enumerate the issues in creating and penetrating a market for goods and services;
- ◆ Discuss the impact of, and the development of, a market infrastructure;
- ◆ Distinguish among the pros and cons of new venture creation, new venture purchase and franchise purchase;
- ◆ Explain franchising as a tool for growth;
- ◆ Understand the requirements for global competitiveness and present a plan for international expansion;
- ◆ Develop distinctive competencies for growth potential;
- ◆ Explain e-commerce both as a primary vehicle and as a supplemental vehicle for growth; and,
- ◆ Discuss fraud prevention and describe the process of creating and maintaining an ethical organization.

Projects: Each team will select with the instructor's approval a project from among franchising, e-commerce, or international expansion. After selection, the team will prepare a plan to rapidly grow an entrepreneurial venture employing the selected device and prepare a video presentation of that plan.

Reflections: Each week, each individual will be expected to reflect upon the content and discussion of that class and post a brief evaluation (1 to 2 pages maximum) on the class web page. Further, each individual will be expected to read all of reflections posted by his or her classmates, and write and post a second reflection paper which responds to the reflection of the others.

Grading: There will be two essay exams each of which will count 30% of the grade, the project will count for 30% of the grade and the reflection papers will count for 10% of the grade. Any student failing to achieve a grade of at least 80 on any of the assignments will be required to repeat that assignment. Any student who is unsatisfied with a grade may request the opportunity to repeat that assignment. Repeat exams will contain new material and repeat projects will be subjected to more rigorous review.

Content: Growth Potential and Market Analysis; Market and Infrastructure Creation; E-Commerce; Franchising; Acquisition and Purchase; International Opportunities and Operations; Fraud Prevention; Distinctive Competencies

<p style="text-align: center;">ENT 630: ENTREPRENEURIAL FINANCE SYLLABUS</p>
--

Objectives: The student will be able to:

- ◆ Establish start up capital needs for a new venture and document the source of information supporting the estimate;
- ◆ Prepare sales and expense forecasts for a new or existing venture and document the sources of information;
- ◆ Develop cash flow pro formas, income statement pro formas and balance sheet pro formas, both monthly and annually;
- ◆ Describe the various state, federal and local loan assistance programs available for new and expanding ventures;
- ◆ Discuss various sources of debt and equity funding for a new or existing venture, and demonstrate the effects of various combinations on the pro formas;
- ◆ Describe customer financing and explain how it can be used to support a new or expanding venture;
- ◆ Explain the process and motivation of angel investment and contrast it with venture capital sources; and,
- ◆ Design and develop financial statement analysis systems.

Projects: Each team will create monthly pro formas for the first year of a new venture, and annual pro formas for five years, including income and cash flow forecasts, and balance sheet forecasts, and document the source of information supporting the estimates.

Reflections: Each week, each individual will be expected to reflect upon the content and discussion of that class and post a brief evaluation (1 to 2 pages maximum) on the class web page. Further, each individual will be expected to read all of reflections posted by his or her classmates, and write and post a second reflection paper which responds to the reflection of the others.

Grading: There will be two essay exams each of which will count 30% of the grade, the project will count for 30% of the grade and the reflection papers will count for 10% of the grade. Any student failing to achieve a grade of at least 80 on any of the assignments will be required to repeat that assignment. Any student who is unsatisfied with a grade may request the opportunity to repeat that assignment. Repeat exams will contain new material and repeat projects will be subjected to more rigorous review.

Content: Revenue, Expense and Cash Flow Forecasting; Start up Capital Requirements; Income and Cash Flow Statements and Balance Sheets; Customer Financing; Pro Forma Preparation and Development; Sources of Debt and Equity Financing; Federal, State and Local Loan & Assistance Programs; Angel and Venture Capital Investment

<p style="text-align: center;">ENT 601: ENTREPRENEURIAL INNOVATION SYLLABUS</p>

Objectives: The students will be able to:

- ◆ Better understand themselves and other individuals and their creative strengths and weaknesses;
- ◆ Explain the concept of paradigms and how they operate to limit innovation;
- ◆ Differentiate the activities common to the right and left sides of the brain;
- ◆ Understand and participate in mind expanding exercises and discuss the operation of divergency and inculcating it in daily life;
- ◆ Describe how organizational structure can limit creativity and explain the best structure to support innovation;
- ◆ Discuss problem identification as contrasted with problem solving and explain creative problem solving approaches;
- ◆ Explain environmental sensitivity and discuss how one develops such sensitivity and the role it plays in problem identification; and,
- ◆ Know when paradigms should be broken and how one can create utilize innovation to create more successful ventures.

Projects: Each individual will design a creative project which will require the student to operate in a sphere never before experienced. These will be approved by the instructor in advance. The student will prepare a video of a presentation which explains how the project impacted his or her creativity, and the projects will be evaluated upon their originality.

Reflections: Each week, each individual will be expected to reflect upon the content and discussion of that class and post a brief evaluation (1 to 2 pages maximum) on the class web page. Further, each individual will be expected to read all of reflections posted by his or her classmates, and write and post a second reflection paper which responds to the reflection of the others.

Grading: There will be two essay exams each of which will count 30% of the grade, the project will count for 30% of the grade and the reflection papers will count for 10% of the grade. Any student failing to achieve a grade of at least 80 on any of the assignments will be required to repeat that assignment. Any student who is unsatisfied with a grade may request the opportunity to repeat that assignment. Repeat exams will contain new material and repeat projects will be subjected to more rigorous review.

Content: Paradigms; Right and Left Brain Functioning; Expanding Creative Potential; Structuring for Innovation; Problem Identification; Creative Problem Solving; Environmental Sensitivity; Divergency in Life

<p style="text-align: center;">ENT 635: VENTURE DEVELOPMENT SYLLABUS</p>

Objectives: The student will be able to:

- ◆ Contrast venture planning with the preparation of a business plan;
- ◆ Describe the contents of typical business plan;
- ◆ Prepare a market description and develop an assessment of that market and its potential;
- ◆ Identify competitors and prepared a competitive assessment;
- ◆ Discuss the management needs of a venture and prepare a management assessment;
- ◆ Establish the start up funding requirements for a venture;
- ◆ Prepare pro forma income and cash flow statements and balance sheets for the first 12 months and for the first 5 years of a venture's life; and,
- ◆ Prepare and present a business plan for an entrepreneurial venture.

Projects: Each team will prepare a formal business plan for a venture to support its start up financing and prepare a video presentation for a group of prospective investors. Teams are encouraged to make this project real by preparing the plan for a venture which they actually intend to launch.

Reflections: Each week, each individual will be expected to reflect upon the content and discussion of that class and post a brief evaluation (1 to 2 pages maximum) on the class web page. Further, each individual will be expected to read all of reflections posted by his or her classmates, and write and post a second reflection paper which responds to the reflection of the others.

Grading: There will be two essay exams each of which will count 30% of the grade, the project will count for 30% of the grade and the reflection papers will count for 10% of the grade. Any student failing to achieve a grade of at least 80 on any of the assignments will be required to repeat that assignment. Any student who is unsatisfied with a grade may request the opportunity to repeat that assignment. Repeat exams will contain new material and repeat projects will be subjected to more rigorous review.

Content: Venture Planning; Business Plans; Preparing Market Assessments; Preparing Competitive Assessments; Preparing Management Assessment; Start Up Funding Requirements; Pro Forma Presentation; Finalizing the Business Plan

<p style="text-align: center;">ENT 675: INTELLECTUAL CAPITAL SYLLABUS</p>
--

Objectives: The student will be able to:

- ◆ Demonstrate knowledge of how intellectual capital is created and why it is of value to an entrepreneurial venture;
- ◆ Prepare a provisional patent application and discuss how they operate as an adjunct to the patent process;
- ◆ Explain trade secrets and how they are protected;
- ◆ Discuss how intellectual capital is protected both domestically and in international settings and markets;
- ◆ Describe the legal and regulatory issues surrounding intellectual capital and explain the role and value of litigation;
- ◆ Explain the appropriate ownership of intellectual capital and prepare a licensing agreement; and,
- ◆ Explain how intellectual capital is appraised or valued.

Projects: Each team will prepare a provisional patent application for a process or an invention. The teams are encouraged to make this exercise real and to actually submit the application to the USPTO.

Reflections: Each week, each individual will be expected to reflect upon the content and discussion of that class and post a brief evaluation (1 to 2 pages maximum) on the class web page. Further, each individual will be expected to read all of reflections posted by his or her classmates, and write and post a second reflection paper which responds to the reflection of the others.

Grading: There will be two essay exams each of which will count 30% of the grade, the project will count for 30% of the grade and the reflection papers will count for 10% of the grade. Any student failing to achieve a grade of at least 80 on any of the assignments will be required to repeat that assignment. Any student who is unsatisfied with a grade may request the opportunity to repeat that assignment. Repeat exams will contain new material and repeat projects will be subjected to more rigorous review.

Content: Creating Intellectual Capital; Patents and Provisional Patent Applications; Trade Secrets; Protecting Intellectual Capital; Intellectual Capital in International Markets; Legal and Regulatory Issues; Ownership and Licensing Issues; Valuing Intellectual Capital

<p style="text-align: center;">ENT 640: ADVANCED ENTREPRENEURIAL FINANCE SYLLABUS</p>

Objectives: The student will be able to:

- ◆ Describe issues surrounding mezzanine financing;
- ◆ Demonstrate cash and financial requirements to support growth past the mezzanine level;
- ◆ Describe the various sources for debt and equity funding and their pros and cons;
- ◆ Discuss the issues surrounding an initial public offering and describe the SEC Registration Exemptions afforded to small stock offerings and small ventures;
- ◆ Discuss due diligence and present a plan to prepare a venture to undergo a due diligence investigation;
- ◆ Appraise a venture using discounted cash flow techniques and discuss other techniques of appraisal;
- ◆ Describe the potential for mergers and acquisitions available for a growing firm and how it might be sold as a harvesting strategy;
- ◆ Explain the operation of an ESOP and describe how it can be used as a harvesting and/or estate planning device; and,
- ◆ Present a plan for growing and harvesting a venture.

Projects: Each team will prepare a plan for growing an entrepreneurial venture through and beyond the mezzanine level, and for harvesting that venture.

Reflections: Each week, each individual will be expected to reflect upon the content and discussion of that class and post a brief evaluation (1 to 2 pages maximum) on the class web page. Further, each individual will be expected to read all of reflections posted by his or her classmates, and write and post a second reflection paper which responds to the reflection of the others.

Grading: There will be two essay exams each of which will count 30% of the grade, the project will count for 30% of the grade and the reflection papers will count for 10% of the grade. Any student failing to achieve a grade of at least 80 on any of the assignments will be required to repeat that assignment. Any student who is unsatisfied with a grade may request the opportunity to repeat that assignment. Repeat exams will contain new material and repeat projects will be subjected to more rigorous review.

Content: Mezzanine Financing; Financial Statements Analysis; Sources and Types of Debt and Equity Funding; Initial Placement Offerings and Due Diligence; SEC Registration Requirements and Exemptions; Mergers and Acquisitions; Business Valuation and Appraisal; Harvesting Strategies

<p style="text-align: center;">ENT 670: ENTREPRENEURIAL STRATEGY SYLLABUS</p>
--

Objectives: The student will be able to

- ◆ Differentiate between the traditional view and the entrepreneurial view of strategy crafting and implementation and explain strategy emergence;
- ◆ Describe the process of environmental scanning and competitive assessment;
- ◆ Distinguish between entrepreneurial vision and traditional strategic vision;
- ◆ Explain how organizational structure limits strategy and how to avoid this problem;
- ◆ Describe the impact of entrepreneurial leadership on strategy and how it is involved in vision and strategy and vision evolution;
- ◆ Discuss how team dynamics and self managed teams can be utilized strategically;
- ◆ Explain corporate entrepreneurship and describe how it can be made to operate within a large venture or public company;
- ◆ Understand the elements of entrepreneurial compensation and incentive programs and how best to structure them; and,
- ◆ Differentiate the end game strategies of harvesting and/or succession and describe a plan for succession.

Projects: Each team will read, critique and present a case study of an entrepreneurial firm and they will write and present a case involving the development of entrepreneurial vision, and supporting strategic plans which will include an assessment of the industry, competitive environment, operations, strategies, leadership, structure, and culture.

Reflections: Each week, each individual will be expected to reflect upon the content and discussion of that class and post a brief evaluation (1 to 2 pages maximum) on the class web page. Further, each individual will be expected to read all of reflections posted by his or her classmates, and write and post a second reflection paper which responds to the reflection of the others.

Grading: There will be two essay exams each of which will count 30% of the grade, the project will count for 30% of the grade and the reflection papers will count for 10% of the grade. Any student failing to achieve a grade of at least 80 on any of the assignments will be required to repeat that assignment. Any student who is unsatisfied with a grade may request the opportunity to repeat that assignment. Repeat exams will contain new material and repeat projects will be subjected to more rigorous review.

Content: Traditional and Entrepreneurial Strategy; Environmental Scanning and Competitive Assessment; Deliberate and Emergent Strategy; Leadership and Strategy; Vision Evolution; Organizational Structure; Team Dynamics and Self Managed Teams; Corporate Entrepreneurship; Compensation and Incentive Programs; Planning for Succession

<p style="text-align: center;">ENT 660: ENTREPRENEURIAL LEADERSHIP SYLLABUS</p>
--

Objectives: The student will be able to:

- ◆ Explain the concepts of leadership and describe how entrepreneurs lead organizations;
- ◆ Identify the characteristics of entrepreneurial leaders;
- ◆ Describe the inculcation of culture in an organization;
- ◆ Discuss types of communication and their roles in leading;
- ◆ Explain how organizational change is effected;
- ◆ Identify the impact of personality on leadership approaches, both on the part of the leader and the follower;
- ◆ Discuss the role of ethics and describe how a leader inculcates a high ethical tone within an organization;
- ◆ Describe how followership functions and is affected by a leader;
- ◆ Discuss participative management and how it interacts with leadership style;
- ◆ Describe how a leader builds and maintains respect;
- ◆ Explain how a leader becomes a change agent; and,
- ◆ Present strategies for communicating vision and leading change.

Projects: Each team will present a plan for evolving a living vision for a venture, and teaching and embedding that vision in the organizational culture and establishing a process which will win support for change in the organization.

Reflections: Each week, each individual will be expected to reflect upon the content and discussion of that class and post a brief evaluation (1 to 2 pages maximum) on the class web page. Further, each individual will be expected to read all of reflections posted by his or her classmates, and write and post a second reflection paper which responds to the reflection of the others.

Grading: There will be two essay exams each of which will count 30% of the grade, the project will count for 30% of the grade and the reflection papers will count for 10% of the grade. Any student failing to achieve a grade of at least 80 on any of the assignments will be required to repeat that assignment. Any student who is unsatisfied with a grade may request the opportunity to repeat that assignment. Repeat exams will contain new material and repeat projects will be subjected to more rigorous review.

Content: Leadership and Followership; Organizational Culture; Impact of Personality; Change of Organizational Culture; Personal and Organizational Communication; Leadership Style and Participative Management; Vision Change and Inculcation; Personal and Organizational Ethics; Building and Maintaining Respect; Change Agency

FACULTY CURRICULUM VITAE

JAMES W. CARLAND

CURRICULUM VITA

TABLE OF CONTENTS

EMPLOYMENT HISTORY	2
EDUCATION	3
PROFESSIONAL CERTIFICATIONS	3
ENTREPRENEURIAL HIGHLIGHTS	3
RESEARCH AND PUBLICATIONS	6
BOOKS	6
BOOK CHAPTERS	7
REFEREED JOURNAL ARTICLES	8
PUBLISHED CASES IN TEXTBOOKS	13
PROFESSIONAL JOURNAL ARTICLE	14
MONOGRAPH	14
REFEREED PROCEEDINGS	14
REFEREED PRESENTATIONS	27
INVITED PRESENTATIONS	31
RECOGNITION AND HONORS	35

EMPLOYMENT HISTORY

* Full Time Positions

* 8/82-Present	Western Carolina University, Cullowhee, NC
8/98-Present	Professor of Entrepreneurship
7/95-8/98	Professor of Accountancy
7/88-6/95	Associate Professor of Accountancy
8/82-6/88	Assistant Professor of Accountancy
9/80-12/80	Lecturer in Management Policy, University of Georgia, Athens, GA
* 1/80-2/82	Chief of Systems Design, Management Accountability Group, Inc. (see entrepreneurial highlights for more information)
1/80-6/80	Adjunct Faculty in Accounting, Athens Technical Institute, Athens, GA
* 8/78-1/80	Account Executive, Small Business Development Center, Athens, GA Managing Consultant for Accounting & MIS (Active in more than 300 cases)
* 9/77-6/78	Instructor in Accounting & Computer Information Systems Western Carolina University, Cullowhee, NC
* 6/72-9/77	Bank of America, Asheville, North Carolina
6/75-9/77	Manager, Commercial Loan Administration
6/76	Elected Assistant Vice President
6/75	Elected Assistant Secretary & Commercial Loan Administrator
1/75-6/75	Commercial Loan Trainee
6/73-12/74	Manager, Dealer Loan Department
2/73-6/73	Assistant Manager, Dealer Loan Department
11/72-2/73	Branch Bank Manager
7/72-11/72	Consumer Loan Officer and Collection Agent
6/72-7/72	Management Trainee
1/77-8/77	Lecturer in Accounting and Finance Western Carolina University, Cullowhee, NC
9/72-12/77	Adjunct Faculty in Mathematics, Finance & Business Asheville-Buncombe Technical Institute, Asheville, NC
* 1/72-6/72	Sales Representative, John Hancock Life Insurance Company, Raleigh, NC
* 7/71-1/72	Sales Representative, Reserve Life Insurance Company, Raleigh, NC
* 9/68-7/71	Service in the United States Marine Corps Honorably Discharged with the rank of Captain

EDUCATION

PhD	6/82	University of Georgia
		Major: Management Policy and Systems
		Related Fields: Accounting and Finance
		Supporting Field: Economics
		Research Methodology: Econometrics
		Dissertation: Entrepreneurship
MBA	8/77	Western Carolina University
BA	6/68	University of North Carolina at Asheville
		Major: Mathematics

PROFESSIONAL CERTIFICATIONS

CMA	12/77-12/02	Certified Management Accountant (Number 840)
	Inactive	Institute of Management Accounting
CPA	5/80-12/02	Certified Public Accountant (Number 12700)
	Inactive	N.C. Board of Certified Public Accountants
CVA	10/96-10/99	Certified Valuation Analyst (Number 96211)
	Inactive	National Association of Certified Valuation Analysts

ENTREPRENEURIAL HIGHLIGHTS

1/80-2/82 *The Management Accountability Group, Inc.:* was a corporation co-founded in Athens, GA, by J.A. Carland, J.W. Carland, L.R. Bramblett, and D.F. Fazekas. The firm retailed microcomputer hardware and software, designed and developed software and performed custom programming. The Carlands were responsible for software, Bramblett for marketing, and Fazekas for hardware. Prior to 2/82, the firm developed and marketed 10 major software systems, including the first, fully integrated accounting system in the United States. Each of the systems were designed to minimize accounting errors and opportunities for fraud, both issues of major concern in microcomputer software at the time. Sales volume in 1980 was \$180,000 and in 1981 sales volume was \$2 million. In February, 1982, the Carlands sold their interest in the firm to the other owners.

2/82-12/01 *The Carland Group, Inc.:* is a corporation co-founded by J.A. Carland and J.W. Carland, originally named *Carland & Associates, Inc.* The firm originally specialized in the design and development of general purpose software systems. The company designed, developed and marketed two major, general purpose software systems and consulted with numerous clients on microcomputer systems, security, fraud prevention, and other managerial topics. Both systems were designed to minimize accounting errors and opportunities for fraud. The firm began with the two

owners and two contract programmers. The programmers were deleted in August, 1982, when the owners moved to Cullowhee, and the emphasis was shifted to consulting. Over the years, the firm's emphasis gradually changed, moving increasingly toward business valuation, security and fraud prevention and detection, although it continued to be involved in a number of information systems security engagements. These areas of activity ceased with the establishment of two of the firms listed below: Forensic Investigations, and Carland Consulting. Today, the firm is primarily involved in publishing activities. In 2001, the Carlands transferred their ownership to their son, James W. Carland, III.

8/94-Present *The International Academy for Case Studies, Inc.:* is a not for profit corporation co-founded by J.A. Carland and J.W. Carland. The organization publishes a *journal* and sponsors two conferences per year. Its purpose is to encourage and support the case method of teaching in higher education throughout the world. The *Journal of the International Academy for Case Studies* has become one of the best known journals involved in case publishing in the United States.

8/94-Present *The Academy of Entrepreneurship, Inc.:* is a not for profit corporation co-founded by J.A. Carland and J.W. Carland. The organization publishes four *journals* and sponsors two conferences per year. Its purpose is to encourage and support the study and practice of entrepreneurship throughout the world. The Academy has gained international recognition, as evidenced by the financial support of one of its journals, the *Journal of Entrepreneurship Education*, by Students in Free Enterprise, and a second journal, the *International Journal of Entrepreneurship*, by the University of Jyväskylä, Finland.

3/96-Present *The Allied Academies, Inc.:* is a not for profit corporation co-founded by J.A. Carland and J.W. Carland. The organization sponsors two conferences per year featuring meetings of its member academies, each of which specializes in a specific discipline area. To date, the organization has created subsidiaries which include: the Academy of Strategic and Organizational Leadership, which is involved in actively accrediting leadership programs throughout the United States, as well as publishing a *journal*; the Academy of Accounting and Financial Studies, which publishes a *journal*; the Academy of Marketing Studies, which sponsors a *journal*; the Academy of Educational Leadership, which sponsors a *journal*; the Academy of Information and Management Sciences, which publishes a *journal*; the Academy of Managerial Communications, which publishes a *journal*; the Academy for Studies in Business Law, which publishes a *journal*; the Academy of Free Enterprise Education, which publishes a *journal*; the Academy for Economics and Economic Education, which publishes a *journal*, the Academy of International Business, which publishes a *journal*, the Academy of Strategic E-Commerce, which publishes a *journal*, and, the Academy for Commercial Banking and Finance, which publishes a *journal*. The

purpose of the organization is to encourage and support research in various academic disciplines throughout the world. The organization is now attracting more than 300 people annually to its conferences from all over the United States and from more than a dozen nations. Its publication volume now exceeds 4,000 pages of conference proceedings and 1,200 pages of journal articles each year. Its web address, www.alliedacademies.org, displays historic copies of its publications and newsletters, as well as its background and mission.

- 8/97-12/02 *Forensic Investigations, Inc.*: was a private investigation firm co-founded by J.A. Carland and J.W. Carland. The firm has been licensed by the North Carolina Private Protective Security Board as a private investigation firm. The firm specializes in fraud prevention, fraud detection, fraud investigation, and white collar crime. The establishment of this firm was the culmination of the interest in fraud and security matters which the Carlands have experienced over the years. The firm assumed all responsibility for fraud investigation and detection from Carland Group. It was closely associated with Carland Consulting, handling fraud investigations involved with business valuations and litigation support until that firm was closed. In addition to the Carlands, the firm employed three other investigators. In 2002, the Carlands transferred their ownership to their son, Jason W. Carland.
- 11/97-12/02 *Carland Consulting, PC*: was a professional corporation co-founded by J.A. Carland and J.W. Carland. The organization was a licensed accounting firm which specialized in litigation support and business valuations. Since the firm was regulated by the North Carolina Board of Certified Public Accountants, its sole owner and officer was J.W. Carland who acted primarily in his capacity as a Certified Valuation Analyst. The firm specialized in business valuations and appraisals and litigation support issues involving business activities. The firm was also active in security and fraud prevention counseling, although it referred investigations to Forensic Investigations. In 2002, the firm was closed, as the Carlands decided to retire from litigation support.
- 5/98-Present *The DreamCatcher Group, Inc.*: is a corporation co-founded by J.A. Carland and J.W. Carland. The firm specializes in preparing business plans and financing proposals, and consulting with firms in a start-up, acquisition, or expansion mode. The firm also negotiates on behalf of clients with current and prospective lenders. The firm has successfully negotiated for millions in debt and capital for clients previously unsuccessful in obtaining financing.
- 5/01-12/01 *Whitney Press, Inc.*: is a corporation co-founded by Jason W. Carland, J.A. Carland and J.W. Carland. The firm is a licensed publishing company and printing company. It specializes in small runs and in unusual publishing needs. At the end of 2001, the Carlands transferred their ownership to their son and co-founder, Jason W. Carland.

1/00-Present The Carlands have been involved as principals and partners in a number of ventures in a wide variety of areas. In these ventures, they have not assumed principal responsibility for day to day management, and they play advisory and investor roles. They continue to be actively interested in additional business prospects and ventures.

RESEARCH AND PUBLICATIONS

BOOKS

The Management Information System. Athens, GA: The Small Business Development Center, 1980. (With W. Dodge) (300 pages).

Small Business Management: Tools for Success. Boston: PWS Kent, 1990. (With J.A. Carland). (696 pages).

Instructor's Resource Manual for Small Business Management. Boston: PWS Kent, 1990. (With J.A. Carland) (480 pages).

Software Tools for Small Business Management. Boston: PWS Kent, 1990. (With J.A. Carland) (Spreadsheet Templates and Instructions for Cost-Volume-Profit, Budgeting & Financial Analysis).

Small Business Management: Tools for Success, Second Edition. Houston: Dame Publications, Inc., 1998. (With J.A. Carland) (578 pages).

Instructor's Manual for Small Business Management: Tools for Success, Second Edition. Houston: Dame Publications, Inc., 1998. (With J.A. Carland) (350 pages).

Test Bank for Small Business Management: Tools for Success, Second Edition. Houston: Dame Publications, Inc., 1998. (With J.A. Carland) (280 pages).

Readings in Entrepreneurship Research. Cullowhee, NC: Whitney Press, Inc., 2002. (With J. A. Carland) (203 pages).

Catching the American Dream: New Venture Creation. Cullowhee, NC: Whitney Press, Inc., 2002. (With J. A. Carland) (239 pages).

Catching the American Dream: New Venture Creation Workbook. Cullowhee, NC: Whitney Press, Inc., 2002. (With J. A. Carland) (60 pages).

Catching the American Dream: New Venture Creation. CD Spreadsheet Template. Cullowhee: Whitney Press, Inc., 2002. (With J. A. Carland).

Catching the American Dream: New Venture Growth. Cullowhee, NC: Whitney Press, Inc., 2002. (With J. A. Carland) (275 pages).

Catching the American Dream: New Venture Growth Workbook. Cullowhee, NC: Whitney Press, Inc., 2002. (With J. A. Carland) (41 pages).

Catching the American Dream: Entrepreneurial Vision, Strategy and Structure. Cullowhee, NC: Whitney Press, Inc., 2003. (With J. A. Carland) (214 pages).

Catching the American Dream: Entrepreneurial Tools. Cullowhee, NC: Whitney Press, Inc., 2003. (With J. A. Carland) (158 pages).

BOOK CHAPTERS

Differentiating Entrepreneurs from Small Business Owners in New Venture Formation. *Frontiers of Entrepreneurship Research 1983*, J. Hornaday, J. Timmons & K. Vesper (Eds.), Wellesley, MA: Babson Center for Entrepreneurial Studies, 1983, 157-166. (With F. Hoy).

Differentiating Entrepreneurs from Small Business Owners: A Conceptualization. *Entrepreneurship: History of Management Thought* (Ed. Sue Birley), Alershot, United Kingdom: Dartmouth Publishing Company, Ltd., 1998, 149-154 (With J.A. Carland, F. Hoy, and W.R. Boulton).

The Search for the Lead Entrepreneur: Identification Through the Measurement of Entrepreneurial Drive and Skills. *Frontiers of Entrepreneurship Research 1998*, P. Reynolds, W. Bygrave, N. Carter, S. Manigart, C. Mason, G. Myer & K. Shaver (Eds.), Babson Park, MA: Arthur M. Blank Center for Entrepreneurship, 1998, 331-342 (With J.A. Carland & M.D. Ensley).

Differentiating Entrepreneurs from Small Business Owners: A Conceptualization. *Advances in Entrepreneurship* (Ed. Paul Westhead and Mike Wright), Cheltenham, United Kingdom: Edward Elgar Publishing Limited, 2000, 17-21. (With J.A. Carland, F. Hoy, and W.R. Boulton).

Differentiating Entrepreneurs from Small Business Owners: A Conceptualization. *Small Business: Critical Perspectives, Routledge Major Works* (Ed. Paula White), London, United Kingdom: Routledge, 2000, 1260-1269. (With J.A. Carland, F. Hoy, and W.R. Boulton).

Entrepreneurship Education: An Integrated Approach Using an Experiential Learning Paradigm. *Entrepreneurship Education: A Global View* (Eds. Robert Brockhaus, Gerald Hills, Heinz

Klandt & Harold Welsch), London, England: Ashgate Publishing Limited, 2001, 94-103 (With J. A. Carland).

Differentiating Entrepreneurs from Small Business Owners: A Conceptualization. *Entrepreneurship: Critical Perspectives on Business and Management*, (Ed. Norris Kreuger), London, United Kingdom: Routledge, December 2002, Chapter 35. (With J.A. Carland, F. Hoy, and W.R. Boulton).

"Who is an Entrepreneur?" is a Question Worth Asking. *Entrepreneurship: Critical Perspectives on Business and Management*, (Ed. Norris Kreuger), London, United Kingdom: Routledge, December 2002, Chapter 37. (With J.A. Carland, F. Hoy, and W.R. Boulton).

REFEREED JOURNAL ARTICLES

Valuing the Small Business. *Journal of Small Business Management*, 18(4), October, 1980, 40-48. (With L.R. White).

SBA Loan Guarantees: Time for a Change. *Small Business Forum*, 1(3), Spring, 1983, 13-16. (With J.A. Carland).

Differentiating Entrepreneurs from Small Business Owners: A Conceptualization. *Academy of Management Review*, 9(2), April, 1984, 354-359. (With J.A. Carland, F. Hoy & W.R. Boulton).

The Impact of Microcomputers on Accounting. *Journal of Systems Management*, 38(6), June, 1987, 20-27. (With J.A. Carland & J.T. Overbey).

An Investigation into the Distinctions between Cognitive Styles of Business and Nonbusiness Students. *Journal of Education for Business*, 63(2), November, 1987, 68-71. (With J.A. Carland).

Distinctions between Entrepreneurial and Small Business Ventures. *International Journal of Management*, 5(1), March, 1988, 98-103. (With J.A. Carland, F. Hoy & W.R. Boulton).

An Empirical Assessment of the Relationship Between Management Levels and Planning Among Small Business Practitioners. *Journal of Business Strategies*, 5(1), Spring, 1988, 30-38. (With J.A. Carland & C.D. Aby).

Who is an Entrepreneur? Is a Question Worth Asking. *American Journal of Small Business*, 12(4), Spring, 1988, 33-39. (With J.A. Carland & F. Hoy).

Spreadsheets: Placebos or Panaceas? *Journal of Research on Computing in Education*, 21(1), Fall, 1988, 112-119. (With J.A. Carland & C.D. Aby).

Loan Guarantees: Providence or Paralysis? *Journal of Business and Economic Perspectives*, 15(1), Spring, 1989, 1-8. (With J.A. Carland & C.D. Aby).

An Assessment of the Psychological Determinants of Planning in Small Business. *International Small Business Journal*, 7(4), July-September, 1989, 23-34. (With J.A. Carland & C.D. Aby).

Cash Flow Analysis for Commercial Lending Decisions: Caveats and Strategies. *Journal of Financial and Strategic Decisions*, 3(1), Winter, 1990, 105-117. (With J.A. Carland & C.D. Aby).

Small Business Goodwill: A Pragmatic Valuation Approach. *International Journal of Management*, 7(3), September, 1990, 327-331. (With J.A. Carland & C.D. Aby).

Federally Mandated Programs: A Catch 22 for Small Business? *Journal of Business & Entrepreneurship*, 2(2), October, 1990, 93-101. (With J.A. Carland & J.L. Dye).

Cognitive Styles and the Education of Computer Information Systems Students. *Journal of Research on Computing in Education*, 23(1), Fall, 1990, 114-126. (With J.A. Carland).

Valuing the Small Business: An Exercise in Creativity. *Journal of Business and Economic Perspectives*, 16(2), Fall, 1990, 23-27. (With J.A. Carland & C.D. Aby).

An Empirical Investigation into the Distinctions Between Male and Female Entrepreneurs and Managers. *International Journal of Small Business*, 9(3), April-June, 1991, 62-72. (With J.A. Carland).

Are Small Businesses Falling through the GAAP? *Journal of Small Business Strategy*, 2(2), November, 1991, 50-55. (With J.A. Carland & J.L. Dye).

A Proposed Codification of Ethicacy in the Publication Process. *Journal of Business Ethics*, 11(2), February, 1992, 95-104. (With J.A. Carland & C.D. Aby).

The Theory of Contrary Opinion: A Tool for Investors. *Journal of Business and Economic Perspectives*, 18(1), Spring 1992, 75-80. (With J.A. Carland & C.D. Aby).

Managers, Small Business Owners and Entrepreneurs: The Cognitive Dimension. *Journal of Business & Entrepreneurship*, 4(2), July, 1992, 55-66. (With J.A. Carland).

James W. Carland, Curriculum Vita

10

Paths to Successful International Technology Transfer. *International Journal of Management*, 4(2), July, 1992, 55-66. (With J.A. Carland).

Investment Counselors and Stock Market Price Movements: A Predictive Analysis. *International Journal of Business Disciplines*, 2(1), Fall 1992, 17-25. (With J.A. Carland, C.D. Aby, D. Crockett & W. Williams).

Portraits of Potential Entrepreneurs: An Empirical Investigation. *Journal of Business & Entrepreneurship*, 5(1), March, 1993, 59-66. (With J.A. Carland & R.C. Higgs).

Ethics in Research: The Enigma of Co-Authorship. *Journal of the Southwestern Society of Economists*, 20(1), 1993. (With J.A. Carland & R.L. Lorentz).

The Role of Personality in New Venture Creation. *Entrepreneurship, Innovation and Change*, 2(2), June, 1993, 129-141. (With J.A. Carland).

The Resume: What Value is There in References? *Journal of Technical Writing and Communication*, 23(4), Fall, 1993, 371-377. (With J.A. Carland & R.L. Lorentz).

Learning by Doing in Marketing Research: An Experiment in Experiential Learning. *College Student Journal*, 27(3), September, 1993, 284-287. (With J.A. Carland & R.L. Lorentz).

Research and Development in Small Business: An Investment in the Future. *Journal of Business & Entrepreneurship*, 6(1), February, 1994, 33-40. (With J.A. Carland & W.L. Boyd).

The Implications of Cognition and Learning Styles for Management Education. *The Journal of Management Learning*, 25(3), September 1994, 413-431. (With J.A. Carland, M.D. Ensley & W.H. Stewart).

Accounting Education: A Cooperative Learning Strategy. *Accounting Education*, 3(3), 1994, 223-236. (With J.A. Carland & J.L. Dye).

The Case of the Reluctant Client. *Journal of the International Academy for Case Studies*, 1(2), Winter, 1995, 76-79. (With J.A. Carland).

Risk Taking Propensity Among Entrepreneurs, Small Business Owners and Managers. *Journal of Business and Entrepreneurship*, 7(1), March, 1995, 12-23. (With J.A. Carland & J.W. Carland, III & J. W. Pearce).

Self-Actualization: The Zenith of Entrepreneurship. *The Journal of Small Business Strategy*, 6(1), Spring 1995, 53-66. (With J.A. Carland & J.W. Carland, III).

Performance and Geographic Location: Juxtaposition in Managerial Perceptions, *The International Journal of Business Disciplines*, 5(1), Summer 1995, 30-39. (With J.A. Carland & J. Pearce).

The Case of the Missing Golf Cart. *Journal of the International Academy for Case Studies*, 1(3), Summer, 1995, 68-72. (With J.A. Carland).

Empirically Defining the Entrepreneur. *Journal of Business and Entrepreneurship*, 8(1), March, 1996, 1-18. (With J.A. Carland & W.H. Stewart).

Seeing What's Not There: The Enigma of Entrepreneurship. *Journal of Small Business Strategy*, 7(1), Spring, 1996, 1-20. (With J.A. Carland & W.H. Stewart).

Entrepreneurship: An Economic Phoenix, *Southwestern Economic Review*, 23(1), Spring, 1996, 77-86. (With J.A. Carland).

The Role of Cognition in American Competitiveness, *Journal of Global Competitiveness*, 4(1), 1996, 305-313. (With J.A. Carland & J. Busbin).

Entrepreneurship: An American Dream. *Journal of Business and Entrepreneurship*, 9(1), March, 1997, 33-45. (With J.A. Carland).

A Model of Potential Entrepreneurship: Profiles and Educational Implications, *Journal of Small Business Strategy*, 8(1), Spring, 1997, 1-13. (With J.A. Carland).

A Comparative Analysis of Concept Evaluation Methods for New Product Development Projects. *Project Management Journal*, 28(4), December, 1997, 47-52. (With J.A. Carland & S. Pascale).

The Effect of Entrepreneurial Team Skill Heterogeneity and Functional Diversity on New Venture Performance. *Journal of Business & Entrepreneurship*, 10(1), March, 1998, 1-14. (With J.A. Carland & M.D. Ensley).

Risk Analysis: Making the Right Call. *PM Network*, 12(3), March, 1998, 47-49. (With S. Pascale & C. Lorenz).

Assessing Founder Status in Entrepreneurship: A Definitional Perspective, *Journal of Business & Entrepreneurship*, 10(2), October, 1998, 37-50. (with J.A. Carland & M.D. Ensley).

Innovative Education in an Integrated Business Core Curriculum: An Experiential Learning Paradigm. *Academy of Educational Leadership Journal*, 2(2), 1998, 54-79. (With J.A. Carland).

Entrepreneurial Teams in High Growth Ventures: A Cross-Cultural Comparison. *International Journal of Entrepreneurship*, 2, 1998, 13-25 (With J.A. Carland, M.D. Ensley, J. Nasi, S. Nasi, & M. Banks).

Risk Taking Propensity: An Attribute of Entrepreneurship? A Comparative Analysis. *Academy of Entrepreneurship Journal*, 5(2), 1999, 36-49 (With J. A. Carland, and W. H. Stewart).

A Proclivity for Entrepreneurship: A Comparison of Entrepreneurs, Small Business Owners, and Corporate Managers. *Journal of Business Venturing*, 14(20), March, 1999, 189-214 (with J.A. Carland, W.H. Stewart, & W.E. Watson).

Exploring the Existence of Entrepreneurial Teams. *International Journal of Management*, 16(2), June, 1999, 276-286. (With J.A. Carland, M.D. Ensley & M. Banks).

The Indefatigable Entrepreneur: A Study of the Dispositions of Multiple Venture Founders. *Journal of Business and Entrepreneurship*, 12 (1), March 2000, 1-18. (With J.A. Carland & W.H. Stewart).

Investigating the Existence of the Lead Entrepreneur. *Journal of Small Business Management*, 38(4), October, 2000, 59-77. (With J.A. Carland & M.D. Ensley).

A Strategic Information Integration System for Small Business. *Academy of Strategic and Organizational Leadership Journal*, 4(2), December 2000, 46-53. (With M.D. Ensley & J.A. Carland).

New Venture Creation Model. *Journal of Business and Entrepreneurship*, 12 (3), March 2001, 29-48. (With J.A. Carland).

Fraud: A Concomitant Cause of Small Business Failure, *The Entrepreneurial Executive*, 6, March, 2001, 75-112. (With J.A. Carland & Jason W. Carland).

Hunting the Heffalump: The Theoretical Basis and Dimensionality of the Carland Entrepreneurship Index, *Academy of Entrepreneurship Journal*, 7(2), 2001, 51-84 (With J. A. Carland and M. D. Ensley).

Are Common Purpose and Entrepreneurial Goals Exportable?: A Comparative Trait Study of American and Finnish Entrepreneurs, *International Journal of Entrepreneurship*, 5, 2001, 19-38 (With J.A. Carland and M. Koiranen).

Gender Differences Between Finnish and American Entrepreneurs: An Exploratory Study, *International Journal of Entrepreneurship*, 5, 2001, 71-82 (With J.A. Carland, S. Nasi and J. Nasi).

Innovative Education: The Repudiation of an Oxymoron. *Academy of Educational Leadership Journal*, 6(1), 2002, 115-132 (With J.A. Carland).

Entrepreneurial Dispositions and Goal Orientations: A Comparative Exploration of United States and Russian Entrepreneurs. *Journal of Small Business Management*, 41(1), January 2003, 27-46. (With W.H. Stewart, J.A. Carland, W.E. Watson and R. Sweo).

A Model of Planning and Its Effect on Performance. *Journal of Business & Entrepreneurship*, 15(1), March 2003, 1-20. (With J. A. Carland).

Pawn Takes Queen: The Strategic Gameboard in Entrepreneurial Firms, *Academy of Strategic Management Journal*, 2, 2003, 93-104. (with J.A. Carland).

An Investigation of the Planning-Performance Conundrum in a Dynamic Macroentrepreneurial Environment, *Journal of Small Business Strategies*, (In press, 2003). (With M.D. Ensley and J.A. Carland).

PUBLISHED CASES IN TEXTBOOKS

Simmons' Mountainside Satellite Sales. In C.E. Tate, L.C. Megginson, C.R. Scott & L.R. Trueblood, *Successful Small Business Management (4th Ed)*. Dallas: Business Publications, Inc., 1985, 68-72. (With J.A. Carland).

Southeastern Video Services: A Case Study. In T.L. Wheelen & J.D. Hunger, *Strategic Management and Business Policy (2nd Ed)*. Reading, MA: Addison-Wesley, 1986, 798-809. (With J.A. Carland).

Star View Satellite Systems, Inc. In G.D. Smith, D.R. Arnold & B.G. Bizzell, *Business Strategy and Policy (2nd Ed)*. Boston: Houghton Mifflin, 1988, 878-885. (With J.A. Carland).

Simmons' Mountainside Satellite Sales. In L.C. Megginson, C.R. Scott, L.R. Trueblood & W.L. Megginson, *Successful Small Business Management (5th Ed)*. Dallas: Business Publications, Inc., 1988, 247-251. (With J.A. Carland).

The Case of the Confused Investor. In R.L. Anderson & J.S. Dunkelburg, *Entrepreneurship: Starting a New Business*. New York: Harper & Row, 1990, 284-295. (With J.A. Carland & R.G. Crepeau).

Simmons' Mountainside Satellite Sales. In L.C. Megginson, C.R. Scott, L.R. Trueblood & W.L. Megginson, *Successful Small Business Management (6th Ed)*. Homewood, IL: Irwin, 1991, 254-257. (With J.A. Carland).

The Case of Tuckers' Tractors. In C.R. Ruthstrom & C.A. Dykman, *Information Systems for Managers: Casebook*. Saint Paul, MN: West Publishing Co., 1992, 176-180. (With J.A. Carland & K. Stephens).

Campground for Sale, Sold! In F.L. Fry, *Entrepreneurship: A Planning Approach*, New York: West Publishing Co., 1993, 583-586. (With J.A. Carland).

Movies 'R' Us. In F.L. Fry, *Entrepreneurship: A Planning Approach*, New York: West Publishing Co., 1993, 573-582. (With J.A. Carland & K. Stephens).

PROFESSIONAL JOURNAL ARTICLE

Women in Business: Who are They? *Aspects of Economic Development*, 1(4), Fall, 1989, 8-9;12-13. (With J.A. Carland).

MONOGRAPH

Distinguishing Entrepreneurs Via New Venture Strategies. Monograph of the Center for Business and Economic Studies, Athens, GA, 1983, (CBES Monograph 83-110) (With F. Hoy).

REFEREED PROCEEDINGS

Augmentation of Small Business Management through Consulting. Presented to the Academy of Management, Detroit, October, 1980. Abstracted in R.C. Huseman (Ed), *Proceedings*, Athens, GA: Academy of Management, 1980, 437. (With F. Hoy).

Entrepreneurship and Small Business: The Need to Draw a Distinction. Presented to the Southern Management Association, New Orleans, November, 1982. Published in D.F. Ray (Ed), *Proceedings*, Mississippi State: Southern Management Association, 1982, 37-38. (With F. Hoy).

A Microcomputer Examination Support System. Presented to the Association for Educational Data Systems, Portland, OR, May, 1983. Published in C.G. Haddock (Ed), *Proceedings*, Portland, OR: Association for Educational Data Systems, 1983, 66-68. (With J.A. Carland).

An Empirical Investigation into the Distinction between Entrepreneurial and Small Business Ventures. Presented to the Academy of Management, Dallas, August, 1983. Abstracted in K.H. Chung (Ed), *Proceedings*, Wichita, KS: Academy of Management, 1983, 476. (With J.A. Carland).

A Taxonomical Approach to Small Business. Presented to the Southern Management Association, Atlanta, November, 1983. Published in D.F. Ray (Ed), *Proceedings*, Mississippi State: Southern Management Association, 1983, 338-40. (With J.A. Carland).

The CIS Curriculum in Transition. Presented to the Association for Educational Data Systems, Washington, May, 1984. Published in S.D. Martin & R.S. Heller (Eds), *Proceedings*, Rockville, MD: Computer Science Press, 1984, 361-364. (With J.A. Carland & J. Hunter).

Profiles of Entrepreneurs and Small Business Owners. Presented to the Southern Management Association, New Orleans, November, 1984. Published in D.F. Ray (Ed), *Proceedings*, Mississippi State: Southern Management Association, 1984, 155-157. (With J.A. Carland).

Disaster Planning and Computer Security in the Small Business Arena: An Empirical Investigation. Presented to the Southern Management Association, Orlando, November, 1985. Published in D.F. Ray (Ed), *Proceedings*, Mississippi State: Southern Management Association, 1985, 342-44. (With J.A. Carland & T.S. West).

The Impact of Microcomputers on Accounting Systems. Presented to the Southeast Decision Sciences Institute, Orlando, February, 1986. Published in M.D. Oliff & T.R. Rakes (Eds), *Proceedings*, Columbia, SC: Southeast Decision Sciences Institute, 1986, 1-3. (With J.A. Carland & J.T. Overbey).

The Personality Profiles of Female Entrepreneurs and Small Business Owners. Presented to the Southeast Decision Sciences Institute, Orlando, February, 1986. Published in M.D. Oliff & T.R. Rakes (Eds), *Proceedings*, Columbia, SC: Southeast Decision Sciences Institute, 1986, 279-281. (With J.A. Carland).

An Empirical Investigation into the Distinctions between Cognitive Styles of Business and Non-business Students. Presented to the Academy of Management, Chicago, August, 1986. Abstracted in J.A. Pierce & R.B. Robinson (Eds), *Proceedings*, Columbia, SC: Academy of Management, 1986, 370. (With J.A. Carland).

The Packwood Bill: Effects on Stock Markets, Capital Formation, Capital Budgeting. Presented to the Southeastern Institute of Management Sciences, Myrtle Beach, October, 1986. Published in J.A. Pope & A. Ardalan (Eds), *Proceedings*, Memphis: Southeastern Institute of Management Sciences, 1986, 337-339. (With J.A. Carland & H. Pourian).

An Empirical Investigation into the Obsolescence of Journals in Accounting Education. Presented to the Decision Sciences Institute, Honolulu, November, 1986. Published in S.M. Lee, L. Digman, & M.J. Schniederjans (Eds), *Proceedings*, Lincoln, NE: Decision Sciences Institute, 1986, 28-30. (With J.A. Carland & J.T. Overbey).

James W. Carland, Curriculum Vita

16

An Empirical Investigation into Distinctions of Entrepreneurial and Small Business Ventures. Presented to the Decision Sciences Institute, Honolulu, November, 1986. Abstracted in S.M. Lee, L. Digman, & M.J. Schniederjans (Eds), *Proceedings*, Lincoln, NE: Decision Sciences Institute, 1986, 667. (With J.A. Carland, F. Hoy & W.R. Boulton).

The Use of Consultants in Small Business Computer Selection. Presented to the Decision Sciences Institute, Honolulu, November, 1986. Published in S.M. Lee, L. Digman, & M.J. Schniederjans (Eds), *Proceedings*, Lincoln, NE: Decision Sciences Institute, 1986, 917-918. (With J.A. Carland).

The Software Piracy Problem. Presented to the Southeast Decision Sciences Institute, Richmond, February, 1987. Published in B. Whitten & R.J. Fox (Eds), *Proceedings*, Athens, GA: Southeast Decision Sciences Institute, 1987, 12-14. (With J.A. Carland & A.S. Davidson).

An Empirical Investigation into the Differentiation of Small Business Owners, Entrepreneurs and Managers. Presented to the Southeast Decision Sciences Institute, Richmond, February, 1987. Published in B. Whitten & R.J. Fox (Eds), *Proceedings*, Athens, GA: Southeast Decision Sciences Institute, 1987, 200-202. (With J.A. Carland).

The Analysis of the Psychological Attributes Pertaining to Entrepreneurs, Small Business Owners and Managers. Presented to the Academy of Management, New Orleans, August, 1987. Abstracted in F. Hoy (Ed), *Proceedings*, Athens, GA: Academy of Management, 1987, 380. (With J.A. Carland).

An Assessment of the Cognitive Styles of Computer Information Systems Students and the Implications for their Education. Presented to the Decision Sciences Institute, Boston, November, 1987. Published in R.A. Parsons & J.C. Saber (Eds), *Proceedings*, Boston, MA: Decision Sciences Institute, 1987, 65-67. (With J.A. Carland).

Entrepreneurs, Small Business Owners and Managers: Does Sex Make a Difference? Presented to the Decision Sciences Institute, Boston, November, 1987. Published in R.A. Parsons & J.C. Saber (Eds), *Proceedings*, Boston, MA: Decision Sciences Institute, 1987, 520-522. (With J.A. Carland).

The Case of the Confused Investor Revisited. Presented to North American Case Research Association, New Orleans, November, 1987. Abstracted in J.J. Chrisman (Ed), *Proceedings*, Columbia, SC: North American Case Research Association, 1987, 11. (With J.A. Carland & R.G. Crepeau).

The Case of Superior Printing Company. Presented to the North American Case Research Association, New Orleans, November, 1987. Abstracted in J.J. Chrisman (Ed), *Proceedings*, Columbia, SC: North American Case Research Association, 1987, 12. (With J.A. Carland, S.K. Henderson & R.G. Crepeau).

Profiles of Female Entrepreneurs, Small Business Owners and Managers. Presented to the Southern Management Association, New Orleans, November, 1987. Published in D.F. Ray (Ed), *Proceedings*, Mississippi State: Southern Management Association, 1987, 178-180. (With J.A. Carland).

Information Systems Curricula: What Can Businesses Expect? Presented to the Southeast Decision Sciences Institute, Winston Salem, NC, February, 1988. Published in J.A. Pope & A. Ardalan (Eds), *Proceedings*, Norfolk, VA: Southeast Decision Sciences Institute, 1988, 28-30. (With J.A. Carland, R.G. Crepeau & S.K. Henderson).

Small Business and Tax Reforms: Impacts and Caveats. Presented to the Southeast Decision Sciences Institute, Winston Salem, NC, February, 1988. Published in J.A. Pope & A. Ardalan (Eds), *Proceedings*, Norfolk, VA: Southeast Decision Sciences Institute, 1988, 62-64. (With J.A. Carland & J.L.Dye)

Small Business and Federally Mandated Programs: Employment Benefits or Unemployment Benefits? Presented to the U.S. Association for Small Business and Entrepreneurship, Monterey, CA, October, 1988. Published in H.J. Lasher, E. Maliche, G. Roberts & R. Scherer (Eds), *Proceedings*, Marietta, GA: U.S. Association for Small Business and Entrepreneurship, 1988, 30-34. (With J.A. Carland & J.L. Dye).

Business Owners and Corporate Managers: The Distinctive Difference. Presented to the Decision Sciences Institute, Las Vegas, NE, November, 1988. Abstracted in E.C. Houck & B.W. Taylor (Eds), *Proceedings*, Blacksburg, VA: Decision Sciences Institute, 1988, 879. (With J.A. Carland & W. Stewart).

The Role of Goodwill in Small Business Valuation. Presented to the Midsouth Academy of Economics and Finance, Nashville, TN, February, 1989. Published in T. Black (Ed), *Papers and Proceedings*, 13, Summer 1990, 607-608. (With J.A. Carland & C.D. Aby).

Turning Students on to Tax: An Exercise in Creativity. Presented to the Southeast Decision Sciences Institute, Charleston, SC, February, 1989. Published in W.E. Hardy & J.L. Adrian (Eds), *Proceedings*, Madison, WI: Southeast Decision Sciences Institute, 1989, 45-48. (With J.A. Carland and J.L. Dye).

Should Accounting Standards be used to Help set Federal Economic Policies? Presented to the Midsouth Academy of Economics and Finance, Jackson, MS, February, 1990. Published in T. Black (Ed), *Papers and Proceedings*, 14, Summer 1990, 143-144. (With J.A. Carland & J.L. Dye).

A Capital Gains Tax That Does Not Result in a Gain in Capital. Presented to the Midsouth Academy of Economics and Finance, Jackson, MS, February, 1990. Published in T. Black (Ed), *Papers and Proceedings*, 14, Summer 1990, 145-146. (With J.A. Carland & J.L. Dye).

James W. Carland, Curriculum Vita

18

Maximizing Profits in Small Business Service Firms, Presented to the Association of Management, Orlando, FL, August, 1990. Published in M. Salem (Ed), *Proceedings*, Orlando, FL: Association of Management, 1990, 22-26. (With J.A. Carland & M.D. Ensley).

Should Non Profits Make a Profit? Presented to the Association of Management, Orlando, FL, August, 1990. Published in M. Salem (Ed), *Proceedings*, Orlando, FL: Association of Management, 1990, 18-21. (With J.A. Carland & M.D. Ensley).

Cognitive Typologies and the Educational Implications for Students of Entrepreneurship and Small Business. Presented to the United States Association for Small Business and Entrepreneurship, Orlando, FL, October, 1990. Published in T.W. Garsombke & D.J. Garsombke (Eds), *Proceedings*, Madison, WI: USASBE, 1990, 257. (With J.A. Carland).

Small Business Management or Entrepreneurship: What's in the Curriculum. Presented to the United States Association for Small Business and Entrepreneurship, Orlando, FL, October, 1990. Published in T.W. Garsombke & D.J. Garsombke (Eds), *Proceedings*, Madison, WI: USASBE, 1990, 276. (With J.A. Carland & B. Tjahjadi).

Campground for Sale -- Sold! Presented to the North American Case Research Association, Orlando, FL, November, 1990. Abstracted in R.M. Kinnunen (Ed), *Proceedings*, Boston, MA: NACRA, 1990, 51, and abstracted in *Case Research Journal*, Spring, 1991, 242. (With J.A. Carland).

Movies R Us: A Case Study, Presented to the North American Case Research Association, Orlando, FL, November, 1990. Abstracted in R.M. Kinnunen (Ed), *Proceedings*, Boston, MA: NACRA, 1990, 30, and abstracted in *Case Research Journal*, Spring, 1991, 250. (With J.A. Carland).

The International Ramifications of Information Systems Technology Proliferation, Presented to Association for Global Business, Orlando, November, 1990. Abstracted in W.H. Thielbar, W.E. Nelson & J.S. Kaminarides (Eds), *Proceedings*, Orlando, FL: Association for Global Business, 1990, 390. (With J.A. Carland & M.D. Ensley).

Computer Security: A Strategic Concern of Small Businesses, Presented to the Small Business Institute Directors' Association, Orlando, FL, February, 1991, and published in D.L. Hoffman (Ed), *Proceedings*, Orlando, FL: Small Business Institute Directors' Association, 1991, 61-67. (With J.A. Carland & C.D. Aby).

Toward an Understanding of the Effects of Health Care Insurance Requirements on Small Business: An Empirical Investigation. Presented to the Midsouth Academy of Economics and Finance, Shreveport, LA, February, 1991, and Published in C.W. Cameron (Ed), *Papers and Proceedings*, 15, Summer 1991, 190-192. (With J.A. Carland & M.D. Ensley).

Toward an Understanding of the Impact of German Currency Consolidation on Small Business: An Empirical Investigation. Presented to the Midsouth Academy of Economics and Finance, Shreveport, LA, February, 1991, and Published in C.W. Cameron (Ed), *Papers and Proceedings*, 15, Summer 1991, 193-196. (With J.A. Carland & M.D. Ensley).

Day Care and Parental Leave: An Empirical Investigation of their Impact on Small Firms. Presented to the Midsouth Academy of Economics and Finance, Shreveport, LA, February, 1991, and Published in C.W. Cameron (Ed), *Papers and Proceedings*, 15, Summer 1991, 187-189. (With J.A. Carland & M.D. Ensley).

An Empirical Investigation of the Impact of Environmental Legislation and Regulation on Small Business. Presented to the Midsouth Academy of Economics and Finance, Shreveport, LA, February, 1991, and Published in C.W. Cameron (Ed), *Papers and Proceedings*, 15, Summer 1991, 184-186. (With J.A. Carland & M.D. Ensley).

The Extrinsic and Intrinsic Value of the Small Business Institute. Presented to the Small Business Institute Directors' Association of Region IV, Charleston, SC, April, 1991. Published in *Proceedings*, Small Business Institute Directors' Association of Region IV, 1991, 1-8. (With J.A. Carland & J.L. Dye).

Educational Implications for Students of Entrepreneurship. Presented to the Association for Private Enterprise Education, Nashville, TN, April, 1991, and abstracted in *The Journal of Private Enterprise*, 7(1), Fall 1991, 206. (With J.A. Carland & J.L. Dye).

The Role of Professionals in Private Enterprise. Presented to the Association for Private Enterprise Education, Nashville, TN, April, 1991, and abstracted in *The Journal of Private Enterprise*, 7(1), Fall 1991, 192. (With J.A. Carland & C.D. Aby).

A Strategic Information Integration System for Small Businesses. Presented to the Midwest Decision Sciences Institute, Cincinnati, OH, May, 1991. Published in E.A. Tunc & J.N.D. Gupta (Eds.), *Proceedings*, Midwest Decision Sciences Institute, 1991, 324-326. (With J.A. Carland & M.D. Ensley).

Measuring Productivity in Professional Service Industries. Presented to the Association of Management, Atlantic City, NJ, August, 1991. Published in *Proceedings for Human Resources Management*, 1991, 47-51. (With J.A. Carland & J.L. Dye).

Mandated Benefits and the Social Responsibility of Business. Presented to the Association of Management, Atlantic City, NJ, August, 1991. Published in *Multi-Disciplinary Proceedings*, Vol 1, 1991, I-1-I-3. (With J.A. Carland & J.L. Dye).

Profiles of New Venturists and Corporate Managers: Is There a Difference? Presented to the United States Association for Small Business and Entrepreneurship, San Diego, CA, October, 1991. Published in T.G. Verser (Ed), *Proceedings*, Madison, WI: USASBE, 48-57. (With J.A. Carland & J.L. Dye).

Estate Planning for the Small Business Owner: Pass Off Before You Pass On. Presented to the United States Association for Small Business and Entrepreneurship, San Diego, CA, October, 1991. Abstracted in T.G. Verser (Ed), *Proceedings*, Madison, WI: USASBE, 172. (With J.A. Carland & J.L. Dye).

Some Potential Pitfalls of Global Financial Markets. Presented to the Association of Global Business, Atlanta, GA, November, 1991. Abstracted in T.I. Kindel (Ed.), *Proceedings*, Charleston, SC: Association for Global Business, 1991, 16. (With J.A. Carland & J.L. Dye.).

The Efficacy of International Technology Transfer: Illusion or Reality. Presented to the Association of Global Business, Atlanta, GA, November, 1991. Abstracted in T.I. Kindel (Ed.), *Proceedings*, Charleston, SC: Association for Global Business, 1991, 404. (With J.A. Carland & J.L. Dye).

The Case of the Valuable Lawyer. Presented to the North American Case Research Association, Atlanta, GA, November, 1991. Abstracted in R.M. Kinnunen (Ed.), *Proceedings*, Boston, MA: North American Case Research Association, 8. (With J.A. Carland & J.L. Dye).

The Case of Tucker's Tractors. Presented to the North American Case Research Association, Atlanta, GA, November, 1991. Abstracted in R.M. Kinnunen (Ed.), *Proceedings*, Boston, MA: NACRA, 42. (With J.A. Carland & K.E. Stephens).

The Underutilization of Computerization in Small Business: A Matter of Perspective. Presented to the Small Business Institute Directors' Association, Washington, DC, January, 1992. Published in R.A. Kemp (Ed.), *Proceedings*, Des Moines, IA: Small Business Institute Directors' Association, 16-21. (With J.A. Carland).

Entrepreneurship: A Change Agent for the Economy of the U.S.S.R. Presented to the Small Business Institute Directors' Association, Washington, DC, January, 1992. Published in R.A. Kemp (Ed.), *Proceedings*, Des Moines, IA: Small Business Institute Directors' Association, 164-169. (With J.A. Carland & G.F. Young).

State Your Business: New State Tax Strategies and Business Location. Presented to the Southeast Decision Sciences Institute, Savannah, GA, February, 1992. Published in J.R. Baker & K.E. Fitzpatrick (Eds.), *Proceedings*, Savannah, GA: Southeast Region of the Decision Sciences Institute, 40-41. (With J.A. Carland & J.L. Dye).

Learning Accounting through the Point of a Pencil: An Experiment in Experiential Learning. Presented to the Southeast Decision Sciences Institute, Savannah, GA, February, 1992. Published in J.R. Baker & K.E. Fitzpatrick (Eds.), *Proceedings*, Savannah, GA: Southeast Region of the Decision Sciences Institute, 49-52. (With J.A. Carland & J.L. Dye).

Computers and Lending Decisions: Who Supports Whom? Presented to the Western Decision Sciences Institute, Reno, NV, March, 1992. Published in L.A. Masters (Ed.), *Proceedings*, Madison, WI: Western Decision Sciences Institute, 609-611. (With J.A. Carland & P.D. Cashdollar).

The Impact of Direct Marketing on the Personal Computer Industry. Presented to the Western Decision Sciences Institute, Reno, NV, March, 1992. Published in L.A. Masters (Ed.), *Proceedings*, Madison, WI: Western Decision Sciences Institute, 730-732. (With J.A. Carland & R.L. Lorentz).

Learning by Doing in Marketing Research: An Experiment in Experiential Learning. Presented to the Western Decision Sciences Institute, Reno, NV, March, 1992. Published in L.A. Masters (Ed.), *Proceedings*, Madison, WI: Western Decision Sciences Institute, 737-739. (With J.A. Carland & R.L. Lorentz).

The Case of the Manager on the Hot Seat. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in J.A. Carland & J.A. Carland (Eds.), *Proceedings*, Vol 1, SECRA, 1993, 84. (With J.A. Carland & J.L. Dye).

The Hunt for Success. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in J.A. Carland & J.A. Carland (Eds.), *Proceedings*, Vol 1, SECRA, 1993, 85. (With J.A. Carland & J.L. Dye).

The Utilization of Cases in Research. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in J.A. Carland & J.A. Carland (Eds.), *Proceedings*, Vol 1, SECRA, 1993, 86. (With J.A. Carland & R.H. Higgs).

Assessing the Economic Impact of Smaller Firms: A Prospective from the Commonwealth of Soviet States. Presented to the International Council for Small Business, Toronto, Canada, June, 1992. Published in R.W.Y. Kao (Ed), *Proceedings*, Toronto: International Council for Small Business, 1992, 306-315. (With J.A. Carland and M.D. Ensley).

Entrepreneurship Index: An Empirical Validation. Presented to the Babson College Entrepreneurial Research Conference, Fontainebleau, France, July, 1992. Abstracted in *Frontiers of Entrepreneurship Research*, 1992, 606. (With J.A. Carland & F. Hoy).

The Case of the Manager on the Hot Seat. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in the *Proceedings*, 84. (With J.A. Carland & J.L. Dye).

The Hunt for Success. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in the *Proceedings*, 85. (With J.A. Carland & J.L. Dye).

The Utilization of Cases in Research. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in the *Proceedings*, 86. (With J.A. Carland & R.H. Higgs).

An Empirical Investigation into the Role of Professionals in the Business Environment. Presented to the Southeastern Division of The Institute of Management Science, Myrtle Beach, SC, October, 1992. Published in Peter B. Barr (Ed.) *Proceedings*, Myrtle Beach: Twenty-eighth Annual Meeting of The Institute of Management Sciences Southeastern Chapter, 373-376. (With J.A. Carland & C.D. Aby).

Management Education: Investigation and Implications. Presented to the Southeastern Division of The Institute of Management Science, Myrtle Beach, SC, October, 1992. Published in Peter B. Barr (Ed.) *Proceedings*, Myrtle Beach, SC: The Institute of Management Sciences Southeastern Chapter, 479-482. (With J.A. Carland & J.L. Dye).

The Death of a Dream: A Case Study. Presented to the North American Case Research Association, New Orleans, LA, November, 1992. Abstracted in R.M. Kinnunen (Ed.), *Proceedings*, Boston, MA: NACRA, 6, 3. (With J.A. Carland & R.G. Crepeau).

Toward the Resurgence of Entrepreneurship in Eastern Europe and Russia: A Public Policy Perspective. Presented to the Association for Global Business, New Orleans, November, 1992. Published in T.I. Kindel (Ed.) *Proceedings*, New Orleans: Association of Global Business, 1992. 336-345. (With J.A. Carland & G.F. Young).

Regulatory and Accounting Problems in Global Securities Markets. Presented to the Association for Global Business, New Orleans, November, 1992. Abstracted in T.I. Kindel (Ed.) *Proceedings*, New Orleans: Association of Global Business, 1992, 203. (With J.L. Dye).

Manufacturing Location and Performance: An Empirical Assessment of Linkage. Presented to the Southeastern Region of Decision Sciences Institute, Chattanooga, TN, February, 1993. Published in K. Fitzpatrick & M.J. McCracken (Eds.), *Proceedings*, Chattanooga: Southeastern Region of Decision Sciences Institute, 100-101. (With J.A. Carland & J. Pearce).

Beware the Dark Side of Total Quality Management. Presented to the Southeastern Region of Decision Sciences Institute, Chattanooga, TN, February, 1993. Published in K. Fitzpatrick & M.J. McCracken (Eds.), *Proceedings*, Chattanooga, TN: Southeastern Region of Decision Sciences Institute, 281-283. (With J.A. Carland & R.C. Higgs).

Beware the Dark Side of Entrepreneurship: Disincentives and Nostra. Presented to the Babson College Entrepreneurship Research Conference, Houston, TX, March, 1993. Abstracted in *Frontiers of Entrepreneurship Research*, 1993, 253. (With J.A. Carland).

Entrepreneurship as an Economic Change Agent: Saviour or Destroyer? Presented to the International Council for Small Business, Las Vegas, NV, June, 1993. Published in J.S. Devlin & M.M. Trevino (Eds.), *Proceedings*, Las Vegas: International Council of Small Business, 288. (With J.A. Carland).

Entrepreneurship Curriculum Design in Developing and Changing Nations: Problems in Following the U.S. Model. Presented to the International Council for Small Business, Las Vegas, NV, June, 1993. Published in J.S. Devlin & M.M. Trevino (Eds.), *Proceedings*, Las Vegas: International Council of Small Business, 243-253. (With J.A. Carland).

Lack of Accounting in MBA Curricula May be Students' Loss. Presented to the Association of Management, Atlanta, GA, August, 1993. Published in W.A. Hamel (Ed.), *Education Proceedings*, 11(1), Atlanta: Association of Management, 86. (With J.A. Carland & J.L. Dye).

The Impact of Nationalized Health Care on the Financial Position of U.S. Firms. Presented to the Association of Management, Atlanta, GA, August, 1993. Published in W.A. Hamel (Ed.), *Business Management Proceedings*, 11(1), Atlanta: Association of Management, 82. (With J.L. Dye).

Management Paradigms: A Strategic Restraint. Presented to the Association of Management, Atlanta, GA, August, 1993. Published in W.A. Hamel (Ed.), *Multi-Disciplinary Proceedings*, 11(1), Atlanta: Association of Management, 155-158. (With J.A. Carland & R.C. Higgs).

Effects of International Competition on SBU Performance. Presented to the Association of Management, Atlanta, GA, August, 1993. Published in W.A. Hamel (Ed.), *Business Management Proceedings*, 11(1), Atlanta: Association of Management, 130-134. (With J.A. Carland, J. Pearce & J. Stiles).

Student Performance in Management: Is It a Function of Learning? Presented to the Southeastern Chapter of The Institute of Management Science, October, 1993, Myrtle Beach, SC. Published in R.T. Barrett (Ed.), *Proceedings*, SETIMS, 1993, 289-291. (With J.A. Carland & R.C. Higgs).

The Dark Side of Total Quality Management: An Opportunity for Small Business. Published in R.D. Russell (Ed.) *Proceedings*, United States Association for Small Business and Entrepreneurship, 1993, 32-38. (With J.A. Carland).

Entrepreneurship: An Economic Phoenix. Presented to the United States Association for Small Business and Entrepreneurship, October, 1993, Baltimore, MD. Published in R.D. Russell (Ed.) *Proceedings*, USASBE, 1993, 24-31. (With J.A. Carland).

Entrepreneurial Activity in Large Corporations: The Only Competitive Advantage in a Global Marketplace . Presented to the Academy of Business Administration, December, 1993, Nassau, The Bahamas. Published in D.L. Moore and S.G. Amin (Eds.) *Global Business: Theory and Practice*, 211-218. (With J.A. Carland).

Ethical Issues in Business: What Role in a Global Economy? A Classroom Simulation. Presented to the Academy of Business Administration, December, 1993, Nassau, The Bahamas. Published in D.L. Moore and S.G. Amin (Eds.) *Global Business: Theory and Practice*, 34-40. (With J.A. Carland).

Innovation: The Hallmark of Entrepreneurship. *The Art and Science of Entrepreneurship: Volume II*, February 1994, 323-335. (With J.A. Carland).

Expanding the Role of Entrepreneurial Education: The Indonesian Connection. Presented to the Small Business Institute Directors' Association, San Antonio, March, 1994. Published in the *Proceedings*, 110-115. (With J.A. Carland & W.S. Ciptono).

Uncle Sam Needs a Few Good Accountants. Presented to the Southwest Decision Sciences Institute, Dallas, March, 1994. Published in K.T. Mehta (Ed.) *Proceedings*, SWDSI, 1994, 128-130. (With J.A. Carland & W.L. Boyd).

Small Businesses Get Small Benefit from New Tax Law. Presented to the Western Decision Sciences Institute, March, 1994, Maui, HI. Abstracted in A.S. Khade and R.B. Brown (Eds.) *Proceedings*, Stanislaus, CA: California State University and the Western Decision Sciences Institute, 1994, 881. (With J.A. Carland & J.L. Dye).

Tax Deferred Retirement Plans in Periods of Rising Rates: Save Now, Lose Later? Presented to Association of Management, August, 1994, Dallas, TX. Abstracted in A.D. Schiff (Ed.) *Proceedings*, Baltimore, MD: University of Baltimore, 1994, 20. (With J.L. Dye).

The Management of Business Technology and Intellectual Capital: Are We Losing Our Minds? Presented to Association of Management, August, 1994, Dallas, TX. Abstracted in A.D. Schiff (Ed.) *Proceedings*, Baltimore, MD: University of Baltimore, 1994, 134. (With J.A. Carland & J.L. Dye).

Innovative Education: Oxymoron or Requisite? Presented to the Southeastern Chapter of The Institute of Management Science, Myrtle Beach, SC, October, 1994, and published in the *Proceedings*, 122-124. (With J.A. Carland & J.W. Carland, III).

The Book Store Presented to the International Academy for Case Studies, Myrtle Beach, SC, October, 1994 and abstracted in the *Proceedings*, p. 27. (With J.A. Carland & R.L. Lorentz).

Computer Information Systems Education: A Study of the Higher Colleges of Technology in the United Arab Emirates. Presented to the International Academy of Business Administration, Cancun, Mexico, December, 1994 and published in the *Proceedings*, April, 1995, 355-361. (With J.A. Carland & L.N. Garrett).

A Model of Entrepreneurship: The Process of Venture Creation. Presented to the Small Business Institute Directors' Association, Nashville, TN, February, 1995, and published in the *Proceedings*, p. 13-19. (With J.A. Carland & J.W. Carland, III).

Seeing What's Not There: The Enigma of Entrepreneurship. Presented to the Small Business Institute Directors' Association, San Diego, CA, February, 1996 and published in the *Proceedings*, 3-14. (With J.A. Carland & W.H. Stewart).

The Theoretical Bases and Dimensionality of the Carland Entrepreneurship Index. Presented to the RISE conference, and published in the *Proceedings of the RISE '96 Conference*, University of Jyväskylä, Finland, pp. 1-24. (With J.A. Carland).

Sex Differences between Finnish and American Entrepreneurs. Presented to the RISE conference, and published in the *Proceedings of the RISE '96 Conference*, University of Jyväskylä, Finland, (With J.A. Carland).

Using Innovation Techniques in the Teaching of Research and Development and Design Concepts: The Role of Cognition, Presented to Decision Sciences Institute, Orlando, FL, November, 1996, and published in the *Proceedings*, p. 901. (With J.A. Carland & S. Pascale).

A Model of Potential Entrepreneurship: Profiles and Educational Implications. Presented to the Small Business Institute Directors' Association, Orlando, FL, February, 1996, and published in the *Proceedings*, p. 9-13. (With J.A. Carland).

The Exportation of the American Model of Entrepreneurship: Reality or Illusion? A Comparative Trait Study of American and Finnish Entrepreneurs. Presented to the International Academy of Small Business, San Francisco, CA, June, 1997 and published in the electronic *Proceedings*. (With J.A. Carland & M. Koironen).

Entrepreneurship Education: An Integrated Approach Using an Experiential Learning Paradigm, Presented to IntEnt, International Entrepreneurship Conference, Monterey, CA, June, 1997, and published in the electronic *Proceedings*. (With J.A. Carland).

Using Innovation Techniques in Design Evaluations for Product Development: A Project Management - Human Factor Approach. Presented to the International Symposium Sovnet '97 Conference, Moscow, June, 1997, and published in the *Proceedings*, 491-497. (With J.A. Carland & S. Pascale).

Entrepreneurship Education: Building Dreams. Published in the *Art & Science of Entrepreneurship Education, Volume IV*, Akron, 1997, 56-71. (With J.A. Carland).

New Venture Creation: An Adventure in Learning. Presented to United States Association for Small Business and Entrepreneurship Conference, Clearwater, FL, January, 1998, and published in the *Proceedings*, 328. (With J.A. Carland).

Alternative Opportunities for Publication in Entrepreneurship. Presented to United States Association for Small Business and Entrepreneurship Conference, Clearwater, FL, January, 1998, and published in the *Proceedings*, 334. (With J.A. Carland).

Is Entrepreneurial Drive a Predictor of Venture Performance? Presented to the Small Business Institute Director's Association Conference, Santa Fee, NM, February, 1998, and published in the *Proceedings*, 61-66. (With J.A. Carland & M.D. Ensley).

Gender Differences Between Finish and American Entrepreneurs: An Exploratory Study. Presented to the Small Business Institute Director's Association Conference, Santa Fee, NM, February, 1998, and published in the *Proceedings*, 92-97. (With J.A. Carland, J. Nasi, & S. Nasi).

The Effect of Entrepreneurial Team Skill Heterogeneity and Functional Diversity on New Venture Performance. Presented to the Association for Small Business and Entrepreneurship Conference, Dallas, TX, March, 1998, and published in the *Proceedings*, 45-50. (With J.A. Carland & M.D. Ensley).

Is Risk Taking Propensity an Attribute of Entrepreneurship? A Comparative Analysis of Instrumentation. Presented to the Association for Small Business and Entrepreneurship Conference, Dallas, TX, March, 1998, and published in the *Proceedings*, 51-56. (With J.A. Carland & W. Stewart).

BASA: A Case of Small Business Fraud. Presented to the International Academy for Case Studies, Las Vegas, October, 1998, and abstracted in the *Proceedings*, 140. (With J.A. Carland).

Innovative Education: One University's Attempt to Make a Difference. Presented to the Decision Sciences Institute, Las Vegas, November, 1998, and published in the *1998 Proceedings, Volume 1*, 272-274. (With J.A. Carland).

Entrepreneurship Education: The Need to March to a Different Drum. Presented to Small Business Directors Association, Region IV, Atlanta, GA, September, 1999, and published in the *Proceedings*, 7-16. (With J.A. Carland & M.D. Ensley).

The Indefatigable Entrepreneur: A Study of the Dispositions of Multiple Venture Founders. Presented to the Association of Small Business and Entrepreneurship, San Antonio, TX, March, 2000, and published in the *Proceedings*, 168-180. (With J.A. Carland & W. H. Stewart).

Fraud: A Concomitant Cause of Small Business Failure. Small Business Institute Director's Association *Proceedings*, San Antonio, TX, February, 2000, 312. (With J. A. Carland & Jason W. Carland).

The Game of Entrepreneurial Strategy. Presented to the Association of Management, San Antonio, TX, May, 2000, and published in the *Proceedings*, 81-86. (With J.A. Carland).

New Venture Creation Model. Presented to the Association of Small Business and Entrepreneurship, New Orleans, LA, February, 2001, and published in the *Proceedings*, 1-7. (With J.A. Carland).

An Investigation of the Planning-Performance Conundrum in a Dynamic Macroentrepreneurial Environment. Presented to the Small Business Institute, New Orleans, LA, February, 2003. (With J. A. Carland).

A Model of Entrepreneurial Planning and Its Effect on Performance. Presented to the Association of Small Business and Entrepreneurship, Houston, TX, March, 2003, and published in the *Proceedings*, 1-16. (With J. A. Carland).

REFEREED PRESENTATIONS

Differentiating Entrepreneurs from Small Business Owners in New Venture Formation. Presented to the Babson College Conference on Entrepreneurship, Wellesley, MA, April, 1983. (With F. Hoy).

Southeastern Video Services: A Case Study. Presented to the North American Case Research Association, New Orleans, November, 1984. (With J.A. Carland).

The Case of the Missing Golf Cart. Presented to the North American Case Research Association, New Orleans, November, 1985. (With J.A. Carland).

The Continuing Case of the Missing Golf Cart. Presented to the North American Case Research Association, New Orleans, November, 1985. (With J.A. Carland).

Star View Satellite Systems. Presented to the North American Case Research Association, New Orleans, November, 1985. (With J.A. Carland).

The Case of the Reluctant Client. Presented to the North American Case Research Association, New Orleans, November, 1985. (With J.A. Carland).

The Continuing Case of the Reluctant Client. Presented to the North American Case Research Association, New Orleans, November, 1985. (With J.A. Carland).

Big GAAPs and Little GAAPs: Accounting for Small Business. Presented to the International Council for Small Business, Ontario, Canada, June, 1989. (With J.A. Carland & J. Dye).

Cognitive Distinctions Between Entrepreneurs, Small Business Owners and Managers. Presented to the International Council of Small Business, Ontario, Canada, June, 1989. (With J.A. Carland).

Who is an Entrepreneur? An Empirical Investigation. Presented to the International Council of Small Business, Ontario, Canada, June, 1989. (With J.A. Carland).

Toward an Understanding of the Environmental Impact of German Reunification. Presented to the Association for Global Business, Orlando, FL, November, 1990. (With J.A. Carland & M.D. Ensley).

Federally Mandated Programs: A Catch 22 for Small Business. Presented to the Southwestern Small Business Institute Association, Houston, TX, March, 1991. (With J.A. Carland & J.L. Dye).

Ethics in Research: The Enigma of Co-Authorship. Presented to the Southwestern Decision Sciences Institute, San Antonio, TX, March, 1992. (With J.A. Carland & R.L. Lorentz).

Stockbrokers may be Hazardous to your Wealth. Presented to the Association of Management, Las Vegas, NV, August, 1992. (With J.A. Carland, C.D. Aby & J.L. Dye).

A Program to Treasure: Expert Systems in Public Cash Management. Presented to the Association of Management, Las Vegas, NV, August, 1992. (With J.A. Carland, D. Crockett, C.D. Aby & J.L. Dye).

Planning and Small Business: A Dissonant Conjunction. Presented to the Association of Management, Las Vegas, NV, August, 1992. (With J.A. Carland & J.L. Dye).

Portraits of Potential Entrepreneurs: An Empirical Investigation. Presented to the Southwest Small Business Institute Association, New Orleans, March, 1993. (With J.A. Carland & R.C. Higgs).

Entrepreneurship as an Economic Change Agent: Savior or Destroyer? Presented at the International Council for Small Business, June 1993, Las Vegas, NV. (With J.A. Carland).

The Dark Side of Total Quality Management: An Opportunity for Small Business. Presented at the United States Association for Small Business and Entrepreneurship, October, 1993, Baltimore, MD. (With J.A. Carland).

Innovation: The Hallmark of Entrepreneurship Education. Presented to the Entrepreneurship Education Conference, San Antonio, February, 1994. (With J.A. Carland).

Challenges in the Development and Application of Small Business Cases. Presented at the Small Business Institute Director's Association, San Antonio, February, 1994. (With J.A. Carland & C. Anyansi-Arcibong).

SBA Cases and Student Consultants: Getting Faculty, Student and Business Owner Expectations, Actions and Outcomes in Synchronization. Presented at the Entrepreneurship Education Conference, San Antonio, February, 1994. (With J.A. Carland & W.L. Boyd).

Innovation and Cognition: Requisites to Management Success. Presented at the Academy of Business Administration, Las Vegas, February, 1994. (With J.A. Carland & J.L. Dye).

Research and Development in Small Business: An Investment in the Future. Presented to the Southwest Small Business Institute Association, Dallas, March, 1994. (With J.A. Carland & W.L. Boyd).

Entrepreneurship as a Vehicle for Self Actualization. Presented to the Babson College Entrepreneurship Conference, Houston, TX, June 1994. (With J.A. Carland & Frank Hoy).

An Examination of the Differences Between Entrepreneurial Drives of International and American Small Business Owners and Managers. Presented to the Association of Global Business, Las Vegas, NV, November, 1994. (With J.A. Carland & J.W. Carland, III).

Policy and Strategic Planning Ramifications of the 1993 Deficit Reduction Legislation on Small Business. Presented to the Decision Sciences Institute, Honolulu, HI, November, 1994. (With J.A. Carland & J.L. Dye).

An Accountability Explosion: The Costs of Corporate Management Revealed. Presented to the Decision Sciences Institute, Honolulu, HI, November, 1994. (With J.A. Carland, J.L. Dye, & J. Jones).

Expert Systems in Local Governments: A Program to Treasure. Presented to the International Academy of Business Administration, Cancun, Mexico, December, 1994. (With J.A. Carland, J.L. Dye, D. Crockett, & C.D. Aby).

Risk Taking Propensity among Entrepreneurs, Small Business Owners and Managers. Presented to the Southwestern Small Business Institute Directors' Association, Houston, TX, February, 1995. (With J.A. Carland, J.W. Carland, III & J. Pearce).

James W. Carland, Curriculum Vita

30

Case Development Workshop. Presented to the Academy of Business Administration, Reno, February, 1995. (With J.A. Carland).

Cognitive Dimensions of Temperament and Risk Taking Propensity Among Entrepreneurs, Small Business Owners and Managers. Presented to the Association of Private Enterprise, Las Vegas, April, 1996. (With J.A. Carland).

Entrepreneurship: The Wealth of Nations. Presented to the Research on Innovative Strategies and Entrepreneurship Conference, Jyvaskyla, Finland, June, 1996. (With J.A. Carland).

Innovative Education in an Integrated Business Core Curriculum: An Experiential Learning Paradigm. Presented to the Decision Sciences Institute, Orlando, FL, November, 1996. (With J.A. Carland & R. Higgs).

Small Business Valuation: An Important Tool for Practitioners. Presented to the Small Business Directors' Institute Association. Region IV, Orlando, February, 1997. (With J.A. Carland).

Entrepreneurship: An American Dream. Presented to the Association for Small Business and Entrepreneurship, New Orleans, March, 1997. (With J.A. Carland).

Publishing Alternatives in Entrepreneurship. Presented to the United States Small Business and Entrepreneurship conference, Clearwater, January, 1998. (With J.A. Carland).

Adventure in Learning. Presented to the United States Small Business and Entrepreneurship conference, Clearwater, January, 1998. (With J.A. Carland).

The Search for the Lead Entrepreneur: Identification Through the Measurement of Entrepreneurial Drive and Skills. Presented to the Babson College Entrepreneurship Conference, Gent, Belgium, May, 1998. (With J.A. Carland & M.D. Ensley).

An Integrated Approach to the Business Core Using an Experiential Learning Paradigm. Presented to the Southern Management Association, New Orleans, November, 1998. (With J.A. Carland).

New Venture Performance Model. Presented to the USASBE/SBIDA Conference, Orlando, February, 2001. (With J.A. Carland).

An Investigation of the Planning-Performance Conundrum in a Dynamic Macroentrepreneurial Environment. Presented to the Small Business Institute, New Orleans, LA, February, 2003. (With J. A. Carland).

INVITED PRESENTATIONS

6/72-6/77: More than 200 appearances as a guest speaker on banking and economic topics in civic clubs, and public and private school systems in Western North Carolina on behalf of the North Carolina Young Bankers Association.

8/78-1/80: More than 100 appearances before University of Georgia Continuing Education Division Groups on entrepreneurial and management information systems topics on behalf of the Small Business Development Center.

Obtaining a Commercial Loan. Presentation at the Small Business Management Seminar, sponsored by the Small Business Administration, Asheville, NC, May, 1977.

Effective Controlling through Record Keeping. Presentation at the Small Business Management Seminar, sponsored by Small Business Administration, Asheville, NC, April, 1978.

Taxes and Accounting. Presentation at the Annual Meeting of the Pet Industry Association of Georgia, Atlanta, September, 1978.

The Impact of Information on Profits. Presentation at the Southeastern Shoe Retailers and Travelers Seminar, Athens, GA, May, 1979.

Effective Record Keeping in an SBDC. Presentation at the Small Business Development Center Advisory Council Seminar, sponsored by the Small Business Administration, Washington, DC, November, 1979.

Accounting in a Rehab Facility. Presentation at the Georgia Association of Rehabilitation Facilities Seminar, Athens, GA, March, 1980.

Information and Its Link to Profits. Presentation at the Southeastern Shoe Retailers and Travelers Seminar, Athens, GA, May, 1980.

Financing Your Business. Presentation at the Entrepreneurship and Black Youth Conference, sponsored by the Office of Minority Business Development, Athens, GA, May, 1980.

Managing in Inflationary Times. Presentation at the Southern Area Division Staff Conference of the American Cancer Society, Atlanta, July, 1980.

Microcomputers and their Applications. Presentation at the Georgia Association of Rehabilitation Facilities, Macon, GA, July, 1980. (With J.A. Carland).

James W. Carland, Curriculum Vita

32

Fiscal Management in the Rehab Sector. Presentation at the Auburn University Rehabilitation Facility Administration Seminar, Auburn, AL, January, 1981.

Fiscal Management in the Rehab Sector. Presentation at the Auburn University Rehabilitation Facility Administration Seminar, Burlington, NC, March, 1981.

Advanced Fiscal Management in the Rehab Sector. Presentation at the Auburn University Rehabilitation Facility Administration Seminar, Wilmington, NC, August, 1981.

Microcomputers at Work and Play. Presentation at the Georgia Professional Secretaries Institute, Athens, GA, February, 1982. (With J.A. Carland).

Microcomputers at Work and Play. Presentation at the Georgia Professional Secretaries Institute, Athens, GA, March, 1982. (With J.A. Carland).

Educational Techniques in Accounting. Presentation at the Trends in Education of Accountants Seminar, Blacksburg, VA, November, 1982.

Microcomputers and the Small Businessman. Presentation at the Western Carolina University Business Week, Cullowhee, NC, April, 1983. (With J.A. Carland).

The Use of Microcomputers in Accounting. Presentation at the North Carolina Accounting Education Colloquium, Cullowhee, NC, April, 1983. (With J.A. Carland).

Are Journals Obsolete? Presentation at the Trends in Education of Accountants Seminar, Blacksburg, VA, November, 1983. (With J.A. Carland & J.T. Overbey).

Forecasting in a Small Business Setting. Presentation at the Small Business Financial Management Seminar, sponsored by the WCU Small Business Development Center, Asheville, NC, April, 1985.

The Impact of Microcomputers on Higher Education. Presentation at Gaston College, Dallas, NC, September, 1985. (With J.A. Carland).

Computers in Accounting Applications. Presentation at the North Carolina Association of Educators of Data Systems, Raleigh, NC, April, 1986. (With J.A. Carland).

The Impact of Microcomputers on the Effectiveness of Education in Accounting: Caveats and Rewards. Presentation at the North Carolina Association of Accounting Professionals, Greensboro, NC, September, 1987. (With J.A. Carland).

Basic Financial Skills. Presented to the New Managers' Institute, Mountain Area Health Education Center, Hickory, NC, May, 1989.

Research Seminar. Presentation to the Faculty of the School of Business, University of Tennessee at Martin, Martin, TN, September 4, 1991. (With J.A. Carland).

The Impact of Employee Malfeasance on Firm Performance. Presentation to Accounting Professionals for Continuing Professional Education, Western Carolina University, Cullowhee, NC, November, 1993.

Case Development Workshop. Presentation to the Southeastern Case Research Association, Myrtle Beach, SC, March, 1994. (With J.A. Carland).

The Impact of Cognitive Styles on an Accounting Practice. Presentation to Accounting Professionals for Continuing Professional Education, Western Carolina University, Cullowhee, NC, September, 1994. (With J.A. Carland).

The Value of Financial Statement Analysis in Recognizing Trends. Presentation to Accounting Professionals for Continuing Professional Education, Western Carolina University, Cullowhee, NC, September, 1994. (With J.A. Carland).

Financial Analysis. Presentation to Accounting Professionals for Continuing Professional Education, Western Carolina University, Cullowhee, NC, October, 1995. (With J.A. Carland).

Case Development Workshop. Presentation to the International Academy for Case Studies, Nassau, The Bahamas, October, 1995. (With J.A. Carland).

Performance Evaluation Techniques. Presentation to the Plant Managers Conference, March, 1996.

Accountants as Experts. Presentation to the North Carolina Academy of Trial Lawyers, Wilmington, NC, August 3, 1996. (With J.A. Carland).

Journal Publication and Proceedings. Presentation to the Allied Academies, Maui, October, 1996. (With J.A. Carland).

Litigation Support Services. Presentation to Accounting Professionals for Continuing Professional Education, Western Carolina University, Cullowhee, NC, November 2, 1996. (With J.A. Carland).

Publication Opportunities for Small Business. Presentation to the Small Business Directors' Institute Association, Region IV, Orlando, February, 1997. (With J.A. Carland).

Journal Publication Opportunities. Presentation to the Allied Academies, Las Vegas, April, 1997. (With J.A. Carland).

James W. Carland, Curriculum Vita

34

The American Dream. Presentation to the Charlotte Business Expo, Charlotte, NC, September, 1997. (With J.A. Carland).

Small Business Education. Presentation to the Economic Development Task Force, Cherokee, NC, October, 1997. (With J.A. Carland).

Fraud Investigations: Profession of the Future. Presentation to the Franklin Civitan Club, Franklin, NC, October, 1997. (With J.A. Carland).

Fraud Investigations: Profession of the Future. Presentation to the Accounting Professionals for Continuing Professional Education Seminar, Cullowhee, NC, November, 1997. (With J.A. Carland).

Fraud Prevention and Detection. Presentation to the Metrolinas Entrepreneurship Council, Charlotte, NC, March, 1998. (With J.A. Carland).

Fraud Investigations: Profession of the Future. Presentation to the Sylva Kiwanis Club, Sylva, NC, April, 1998. (With J.A. Carland).

Fraud Prevention and Detection. Presentation to the Piedmont Entrepreneurship Council, Greensboro, NC, May, 1998. (With J.A. Carland).

Fraud Investigations: Profession of the Future. Presentation to the Asheville Civitan Club, Asheville, NC, June, 1998. (With J.A. Carland).

How to Start a Small Business. Presentation to Phi Lambda Delta, Cullowhee, NC, February, 1999. (With J.A. Carland).

Fraud: Crime Without Punishment. Presentation to the Institute of Management Accountants, Cullowhee, NC, February, 1999. (With J.A. Carland).

Entrepreneurship: The American Dream and the Source of a Nation's Wealth. Presentation to the Young Entrepreneurs, Western Carolina University, Cullowhee, NC, February, 1999. (With J.A. Carland).

Case Development Opportunities. Presentation to the Allied Academies, Myrtle Beach, SC, April, 1999. (With J.A. Carland).

Journal Publishing Opportunities. Presentation to the Allied Academies, Las Vegas, NV, October, 1999. (With J.A. Carland).

Case Development Workshop. Presentation to the Allied Academies, Myrtle Beach, SC, April, 2000. (With J.A. Carland).

Journal Publication Workshop. Presentation to the Allied Academies, Myrtle Beach, SC, April, 2000. (With J.A. Carland).

Entrepreneurship workshop. Presentation to the Dutch, Cullowhee, NC, September, 2000. (With J. A. Carland)

Entrepreneurship workshop. Presentation to the Dutch, Cullowhee, NC, January, 2001. (With J. A. Carland).

Entrepreneurship: The Economic Engine. Presentation at the Entrepreneurship Summit, Cullowhee, NC, November 19, 2003. (With J. A. Carland)

RECOGNITION AND HONORS

- | | |
|------|--|
| 1985 | Recipient of Service Award from the National Association of Accountants, Student Chapter, Western Carolina University |
| 1986 | Finalist, Chancellor's Distinguished Teaching Award, Western Carolina University |
| 1986 | Recipient of Teaching Award from MBA Student Association, Western Carolina University |
| 1986 | Recipient of Teaching Award from the National Association of Accountants, Student Chapter, Western Carolina University |
| 1988 | Finalist, Chancellor's Distinguished Teaching Award, Western Carolina University |
| 1989 | Beta Gamma Sigma, National Honor Society for Business |
| 1990 | Finalist, Chancellor's Distinguished Teaching Award, Western Carolina University |
| 1991 | Candidate for the University Creative Research Award, Western Carolina University |
| 1991 | Finalist in the Best Empirical Paper Competition for the United States Association for Small Business and Entrepreneurship Conference, San Diego, CA, 1991, for "Profiles of New Venturists and Corporate Managers: Is There a Difference?" (With J.A. Carland). |
| 1993 | Honorable Mention in the Best Paper Competition for the Southwestern Small Business Institute Association Conference, New Orleans, 1993, for "Portraits of Potential Entrepreneurs: An Empirical Investigation." (With J.A. Carland & R. Higgs). |

- 1994 Honorable Mention in the Best Paper Competition for the Southwestern Small Business Institute Association Conference, New Orleans, 1994, for "Research and Development in Small Business: An Investment in the Future." (With J.A. Carland & W.L. Boyd).
- 1995 First Runner Up in the Best Paper Competition for the Small Business Institute Directors' Association Conference, Nashville, February, 1995, for "Self-Actualization: The Zenith of Entrepreneurship." (With J.A. Carland & J.W. Carland, III).
- 1995 First Runner Up in the Best Paper Competition for the Southwestern Small Business Institute Association Conference, Houston, March, 1995, for "Risk Taking Propensity Among Entrepreneurs, Small Business Owners and Managers." (With J.A. Carland, J.W. Carland, III, & J. Pearce).
- 1996 Winner Distinguished Paper Award in the Best Paper Competition for the Small Business Institute Directors' Association Conference, San Diego, February, 1996, for "Seeing What's Not There: The Enigma of Entrepreneurship." (With J.A. Carland & W.H. Stewart).
- 1996 Winner of the Richard D. Irwin, Inc. 1996 Distinguished Paper Award at the Southwestern Federation of Administrative Disciplines in the Southwestern Small Business Institute Association track, San Antonio, March, 1996, for "Empirically Defining the Entrepreneur." (With J.A. Carland & W.H. Stewart).
- 1996 Winner of the Homer P. Saunders Outstanding Paper Award at the Association for Small Business and Entrepreneurship Conference, San Antonio, TX, March, 1996, for "Empirically Defining the Entrepreneur." (With J.A. Carland & W.H. Stewart).
- 1996 Key Note speaker (with J.A. Carland) for the RISE 96 conference (Research on Innovative Strategies and Entrepreneurship) at the University of Jyväskylä, Finland, June 12-13, 1996.
- 1997 Winner Distinguished Empirical Paper Award in the Best Paper Competition for the Small Business Institute Directors' Association Conference, Orlando, February, 1997, for "A Model of Potential Entrepreneurship: Profiles and Educational Implications." (With J.A. Carland).
- 1997 Winner Conference Theme Paper Award at the Association for Small Business and Entrepreneurship Conference, New Orleans, March, 1997, for "Entrepreneurship: An American Dream." (With J.A. Carland).

- 1997 Candidate for the University Scholar Award, Western Carolina University
- 1998 Winner of the Irwin/McGraw Hill Distinguished Paper Award at the Southwestern Federation of Administrative Disciplines in the Association for Small Business and Entrepreneurship track, Dallas, TX, March, 1998, for “The Effect of Entrepreneurial Team Skill Heterogeneity and Functional Diversity on New Venture Performance.” (With J.A. Carland & M.D. Ensley).
- 1998 Winner of the Homer P. Saunders Outstanding Paper Award at the Association for Small Business and Entrepreneurship Conference, Dallas, TX, March, 1998, for “The Effect of Entrepreneurial Team Skill Heterogeneity and Functional Diversity on New Venture Performance.” (With J.A. Carland & M.D. Ensley).
- 1998 Winner of the Association for Small Business and Entrepreneurship Research Award at the Association for Small Business and Entrepreneurship Conference, Dallas, TX, March, 1998, for “Is Risk Taking Propensity an Attribute of Entrepreneurship?” (With J.A. Carland & W.H. Stewart).
- 1998 Featured in *Entrepreneurship: History of Management Thought*, edited by S. Birley, Imperial College of Science, Technology and Medicine, published by Dartmouth Publishing Company, Ltd., Aldershot, United Kingdom. The volume features a compilation of the 31 most important articles in the development of the entrepreneurship literature, as identified by the Editor and Publishers.
- 1998 Winner of the College of Business Award for Creative Teaching, Western Carolina University, Cullowhee, NC, for work in the experimental, integrated business core. (With J.A. Carland).
- 2000 Featured in *Small Business: Critical Perspectives*, edited by D. Storey, University of Warwick, United Kingdom, published by Routledge, London, United Kingdom, as part of the *Routledge Major Works* series.
- 2000 Featured in *Advances in Entrepreneurship*, edited by P. Westhead, University of Stirling, United Kingdom and M. Wright, University of Nottingham, United Kingdom, a compilation of important articles in entrepreneurship published by Edward Elgar Publishing Limited, Cheltenham, United Kingdom.
- 2000 Winner of the Irwin/McGraw Hill Distinguished Paper Award at the Southwestern Federation of Administrative Disciplines in the Association for Small Business and Entrepreneurship track, San Antonio, TX, March, 2000, for “The Indefatigable Entrepreneur: A Study of the Dispositions of Multiple Venture Founders.” (With J.A. Carland & W.H. Stewart).

- 2001 Winner of the McGraw Hill/Irwin Distinguished Paper Award at the Southwestern Federation of Administrative Disciplines in the Association for Small Business and Entrepreneurship track, New Orleans, LA, February, 2001, for “New Venture Creation Model” (With J.A. Carland).
- 2003 Winner Distinguished Empirical Paper Award in the Best Paper Competition for the Small Business Institute Conference, New Orleans, February, 2003, for "An Investigation of the Planning-Performance Conundrum in a Dynamic Macroentrepreneurial Environment.” (With J.A. Carland).
- 2003 Winner of the Association for Small Business and Entrepreneurship Research Award at the Association for Small Business and Entrepreneurship Conference, Houston, TX, March, 2003, for “A Model of Entrepreneurial Planning and Its Effect on Performance?” (With J.A. Carland).
- 2003 Winner of the McGraw Hill/Irwin Distinguished Paper Award at the Federation of Business Disciplines in the Association for Small Business and Entrepreneurship track, Houston, TX, March, 2003, for “A Model of Entrepreneurial Planning and Its Effect on Performance?” (With J.A. Carland).
- 2003 Featured in *Entrepreneurship: Critical Perspectives on Business and Management*, edited by N. Kreuger, published by Routledge Publishing Company, London, United Kingdom. This 4 volume set features a compilation of the 99 most influential articles in the entrepreneurship literature, as identified by 200 leading researchers in the field. Two of our works were selected for this series.
- 2003 Winner of the University Scholar Award, Western Carolina University.
- 2003 Winner of the McCracken Graduate Teaching Award, Western Carolina University
- 1983-1994 Requests for reprints and copies of articles co-authored with J.A. Carland. Request for copies are an indication of the level of acceptance of a scholar’s work. Due to time limitations, we ceased tracking these requests in 1994. Prior to that date, we received more than 100 requests from scholars in 31 states and 15 nations.
- 1985-present Citations and references of articles co-authored with J.A. Carland. Citations of one's publications are an indication of the contribution which one's research has made to the discipline as measured by other scholars. The *Social Science Abstracts* capture such information for social scientists. Unfortunately, only about 10% of business and entrepreneurship publications are indexed in the *Abstracts*. That means that **most** citations of our work are **not** captured. We do know, from our professional reading, that our publications have been cited more than 1,000 times, including citations by

many of the leading researchers in the field of entrepreneurship. In a recent article by Ratnatunga and Romano, "A Citation Classics Analysis of Articles in Contemporary Small Enterprise Research," which appeared in the *Journal of Business Venturing*, 12, 1997, we were noted as the most frequently cited authors in the world in leading entrepreneurship journals during the period 1975 through 1992.

JO ANN C. CARLAND

CURRICULUM VITA

TABLE OF CONTENTS

EMPLOYMENT HISTORY	2
EDUCATION	2
PROFESSIONAL CERTIFICATIONS	3
ENTREPRENEURIAL HIGHLIGHTS	3
RESEARCH AND PUBLICATIONS	6
BOOKS	6
BOOK CHAPTERS	7
REFEREED JOURNAL ARTICLES	8
PUBLISHED CASES IN TEXTBOOKS	13
BOOK REVIEW	14
PROFESSIONAL JOURNAL ARTICLES	14
MONOGRAPHS	15
REFEREED PROCEEDINGS	15
REFEREED PRESENTATIONS	28
INVITED PRESENTATIONS	31
RECOGNITION AND HONORS	35

EMPLOYMENT HISTORY

* Full Time Positions

- * 8/82-Present Western Carolina University, Cullowhee, NC
 - 8/98-Present Professor of Entrepreneurship
 - 7/95-8/98 Professor of Computer Information Systems
 - 2/90-6/95 Associate Professor of Computer Information Systems
 - 8/84-2/90 Assistant Professor of Computer Information Systems
 - 8/83-7/84 Instructor of Statistics & Computer Information Systems
 - 8/82-7/83 Assistant Professor of Statistics

- * 6/80-2/82 Manager of Data Processing, Management Accountability Group, Inc.
 (see entrepreneurial highlights for more information)

- 3/79-6/80 Research Assistant, University of Georgia
 Served as aide and consultant to faculty and PhD candidates in statistical and
 computer analysis and interpretation of research data

- * 9/72-6/73 Faculty Member: Latin
 St. Genevieve/Gibbons Hall, Asheville, NC

- * 6/69-6/71 Faculty Member: Latin and French
 A.C. Reynolds High School, Asheville, NC

EDUCATION

- PhD 12/81 University of Georgia
 - Major: Educational Psychology
 - Related Field: Statistics
 - Related Field: Social Psychology
 - Concentration: Computer Systems

- MAEd 5/78 Western Carolina University

- AB 6/69 Meredith College, Raleigh, NC
 - Majors: French, Latin
 - Minor: Education

Six weeks study tour: L'Universite de Clermont-Ferrand, Vichy, France, Summer, 1970

PROFESSIONAL CERTIFICATIONS

- CDP 5/87 Certificate in Data Processing
Institute for the Certification of Computer Professionals
- CCP 6/92 Certified Computer Professional
Institute for the Certification of Computer Professionals

ENTREPRENEURIAL HIGHLIGHTS

- 1/80-2/82 *The Management Accountability Group, Inc.:* was a corporation co-founded in Athens, GA, by J.A. Carland, J.W. Carland, L.R. Bramblett, and D.F. Fazekas. The firm retailed microcomputer hardware and software, designed and developed software and performed custom programming. The Carlands were responsible for software, Bramblett for marketing, and Fazekas for hardware. Prior to 2/82, the firm developed and marketed 10 major software systems, including the first, fully integrated accounting system in the United States. Each of the systems were designed to minimize accounting errors and opportunities for fraud, both issues of major concern in microcomputer software at the time. Sales volume in 1980 was \$180,000 and in 1981 sales volume was \$2 million. In February, 1982, the Carlands sold their interest in the firm to the other owners.
- 2/82-12/01 *The Carland Group, Inc.:* is a corporation co-founded by J.A. Carland and J.W. Carland, originally named *Carland & Associates, Inc.* The firm originally specialized in the design and development of general purpose software systems. The company designed, developed and marketed two major, general purpose software systems and consulted with numerous clients on microcomputer systems, security, fraud prevention, and other managerial topics. Both systems were designed to minimize accounting errors and opportunities for fraud. The firm began with the two owners and two contract programmers. The programmers were deleted in August, 1982, when the owners moved to Cullowhee, and the emphasis was shifted to consulting. Over the years, the firm's emphasis gradually changed, moving increasingly toward business valuation, security and fraud prevention and detection, although it continued to be involved in a number of information systems security engagements. These areas of activity ceased with the establishment of two of the firms listed below: Forensic Investigations, and Carland Consulting. Today, the firm is primarily involved in publishing activities. In 2001, the Carlands transferred their ownership to their son, James W. Carland, III.
- 8/94-Present *The International Academy for Case Studies, Inc.:* is a not for profit corporation co-founded by J.A. Carland and J.W. Carland. The organization publishes a *journal* and

sponsors two conferences per year. Its purpose is to encourage and support the case method of teaching in higher education throughout the world. The *Journal of the International Academy for Case Studies* has become one of the best known journals involved in case publishing in the United States.

- 8/94-Present *The Academy of Entrepreneurship, Inc.:* is a not for profit corporation co-founded by J.A. Carland and J.W. Carland. The organization publishes four *journals* and sponsors two conferences per year. Its purpose is to encourage and support the study and practice of entrepreneurship throughout the world. The Academy has gained international recognition, as evidenced by the financial support of one of its journals, the *Journal of Entrepreneurship Education*, by Students in Free Enterprise, and a second journal, the *International Journal of Entrepreneurship*, by the University of Jyväskylä, Finland.
- 3/96-Present *The Allied Academies, Inc.:* is a not for profit corporation co-founded by J.A. Carland and J.W. Carland. The organization sponsors two conferences per year featuring meetings of its member academies, each of which specializes in a specific discipline area. To date, the organization has created subsidiaries which include: the Academy of Strategic and Organizational Leadership, which is involved in actively accrediting leadership programs throughout the United States, as well as publishing a *journal*; the Academy of Accounting and Financial Studies, which publishes a *journal*; the Academy of Marketing Studies, which sponsors a *journal*; the Academy of Educational Leadership, which sponsors a *journal*; the Academy of Information and Management Sciences, which publishes a *journal*; the Academy of Managerial Communications, which publishes a *journal*; the Academy for Studies in Business Law, which publishes a *journal*; the Academy of Free Enterprise Education, which publishes a *journal*; the Academy for Economics and Economic Education, which publishes a *journal*, the Academy of International Business, which publishes a *journal*, the Academy of Strategic E-Commerce, which publishes a *journal*, and, the Academy for Commercial Banking and Finance, which publishes a *journal*. The purpose of the organization is to encourage and support research in various academic disciplines throughout the world. The organization is now attracting more than 300 people annually to its conferences from all over the United States and from more than a dozen nations. Its publication volume now exceeds 4,000 pages of conference proceedings and 1,200 pages of journal articles each year. Its web address, www.alliedacademies.org, displays historic copies of its publications and newsletters, as well as its background and mission.
- 8/97-12/02 *Forensic Investigations, Inc.:* was a private investigation firm co-founded by J.A. Carland and J.W. Carland. The firm has been licensed by the North Carolina Private Protective Security Board as a private investigation firm. The firm specializes in fraud prevention, fraud detection, fraud investigation, and white collar crime. The

establishment of this firm was the culmination of the interest in fraud and security matters which the Carlands have experienced over the years. The firm assumed all responsibility for fraud investigation and detection from Carland Group. It was closely associated with Carland Consulting, handling fraud investigations involved with business valuations and litigation support until that firm was closed. In addition to the Carlands, the firm employed three other investigators. In 2002, the Carlands transferred their ownership to their son, Jason W. Carland.

- 11/97-12/02 *Carland Consulting, PC*: was a professional corporation co-founded by J.A. Carland and J.W. Carland. The organization was a licensed accounting firm which specialized in litigation support and business valuations. Since the firm was regulated by the North Carolina Board of Certified Public Accountants, its sole owner and officer was J.W. Carland who acted primarily in his capacity as a Certified Valuation Analyst. The firm specialized in business valuations and appraisals and litigation support issues involving business activities. The firm was also active in security and fraud prevention counseling, although it referred investigations to Forensic Investigations. In 2002, the firm was closed, as the Carlands decided to retire from litigation support.
- 5/98-Present *The DreamCatcher Group, Inc.*: is a corporation co-founded by J.A. Carland and J.W. Carland. The firm specializes in preparing business plans and financing proposals, and consulting with firms in a start-up, acquisition, or expansion mode. The firm also negotiates on behalf of clients with current and prospective lenders. The firm has successfully negotiated for millions in debt and capital for clients previously unsuccessful in obtaining financing.
- 5/01-12/01 *Whitney Press, Inc.*: is a corporation co-founded by Jason W. Carland, J.A. Carland and J.W. Carland. The firm is a licensed publishing company and printing company. It specializes in small runs and in unusual publishing needs. At the end of 2001, the Carlands transferred their ownership to their son and co-founder, Jason W. Carland.
- 1/00-Present The Carlands have been involved as principals and partners in a number of ventures in a wide variety of areas. In these ventures, they have not assumed principal responsibility for day to day management, and they play advisory and investor roles. They continue to be actively interested in additional business prospects and ventures.

RESEARCH AND PUBLICATIONS

BOOKS

Dictionary of Gifted, Talented and Creative Education Terms. New York: Trillium Press, 1982. (With M.M. Frasier) (135 pages).

Small Business Management: Tools for Success. Boston: PWS Kent, 1990. (With J.W. Carland). (696 pages).

Instructor's Resource Manual for Small Business Management. Boston: PWS Kent, 1990. (With J.W. Carland) (480 pages).

Software Tools for Small Business Management. Boston: PWS Kent, 1990. (With J.W. Carland) (Spreadsheet Templates and Instructions for Cost-Volume-Profit, Budgeting & Financial Analysis).

Small Business Management: Tools for Success, Second Edition. Houston: Dame Publications, Inc., 1998. (With J.W. Carland) (578 pages).

Instructor's Manual for Small Business Management: Tools for Success, Second Edition. Houston: Dame Publications, Inc., 1998. (With J.W. Carland) (350 pages).

Test Bank for Small Business Management: Tools for Success, Second Edition. Houston: Dame Publications, Inc., 1998. (With J.W. Carland) (280 pages).

Readings in Entrepreneurship Research. Cullowhee, NC: Whitney Press, Inc., 2002. (With J. W. Carland) (203 pages).

Catching the American Dream: New Venture Creation. Cullowhee: Whitney Press, Inc., 2002. (With J. W. Carland) (239 pages).

Catching the American Dream: New Venture Creation. Workbook. Cullowhee: Whitney Press, Inc., 2002. (With J. W. Carland) (60 pages).

Catching the American Dream: New Venture Creation. CD Spreadsheet Template. Cullowhee: Whitney Press, Inc., 2002. (With J. W. Carland).

Catching the American Dream: New Venture Growth. Cullowhee, NC: Whitney Press, Inc., 2002. (With J. A. Carland) (275 pages).

JoAnn C. Carland, Curriculum Vita

7

Catching the American Dream: New Venture Growth Workbook. Cullowhee, NC: Whitney Press, Inc., 2002. (With J. A. Carland) (41 pages).

Catching the American Dream: Entrepreneurial Vision, Strategy and Structure. Cullowhee, NC: Whitney Press, Inc., 2003. (With J. A. Carland) (214 pages).

Catching the American Dream: Entrepreneurial Tools. Cullowhee, NC: Whitney Press, Inc., 2003. (With J. A. Carland) (158 pages).

BOOK CHAPTERS

Differentiating Entrepreneurs from Small Business Owners: A Conceptualization. *Entrepreneurship: History of Management Thought* (Ed. Sue Birley), Aldershot, United Kingdom: Dartmouth Publishing Company, Ltd., 1998, 149-154 (With J.W. Carland, F. Hoy, and W.R. Boulton).

The Search for the Lead Entrepreneur: Identification Through the Measurement of Entrepreneurial Drive and Skills. *Frontiers of Entrepreneurship Research 1998*, P. Reynolds, W. Bygrave, N. Carter, S. Manigart, C. Mason, G. Myer & K. Shaver (Eds.), Babson Park, MA: Arthur M. Blank Center for Entrepreneurship, 1998, 331-342 (With J.W. Carland & M.D. Ensley).

Differentiating Entrepreneurs from Small Business Owners: A Conceptualization. *Advances in Entrepreneurship* (Ed. Paul Westhead and Mike Wright), Cheltenham, United Kingdom: Edward Elgar Publishing Limited, 2000, 17-21 (With J.W. Carland, F. Hoy, and W.R. Boulton).

Differentiating Entrepreneurs from Small Business Owners: A Conceptualization. *Small Business: Critical Perspectives, Routledge Major Works* (Ed. Paula White), London, United Kingdom: Routledge, Volume 4, 2000, 1260-1269 (With J.W. Carland, F. Hoy, and W.R. Boulton).

Entrepreneurship Education: An Integrated Approach Using an Experiential Learning Paradigm. *Entrepreneurship Education: A Global View* (Eds. Robert Brockhaus, Gerald Hills, Heinz Klandt & Harold Welsch), London, England: Ashgate Publishing Limited, 2001, 94-103 (With J. W. Carland).

Differentiating Entrepreneurs from Small Business Owners: A Conceptualization. *Entrepreneurship: Critical Perspectives on Business and Management*, (Ed. Norris Kreuger), London, United Kingdom: Routledge, December 2002, Chapter 35. (With J.A. Carland, F. Hoy, and W.R. Boulton).

"Who is an Entrepreneur?" is a Question Worth Asking. *Entrepreneurship: Critical Perspectives on Business and Management*, (Ed. Norris Kreuger), London, United Kingdom: Routledge, December 2002, Chapter 37. (With J.A. Carland, F. Hoy, and W.R. Boulton).

REFEREED JOURNAL ARTICLES

A Study to Identify Key Factors that Affect the Establishment of a Positive Relationship between Teachers of the Gifted and Regular Classroom Teachers. *Journal for the Education of the Gifted*, 3(4), 1981, 225-227. (With M.M. Frasier).

School Success of Gifted Appalachian Youth & their Perception of Parental Attitude toward Academic Achievement. *Georgia Journal of Science*, 40(1&2), 1982, 37. (With E.R. Powell).

SBA Loan Guarantees: Time for a Change. *Small Business Forum*, 1(3), Spring, 1983, 13-16. (With J.W. Carland).

Differentiating Entrepreneurs from Small Business Owners: A Conceptualization. *Academy of Management Review*, 9(2), April, 1984, 354-359. (With J.W. Carland, F. Hoy & W.R. Boulton).

Finding the Micro System for Your Small Business. *Business*, 35(3), 1985, 11-16.

The Impact of Microcomputers on Accounting. *Journal of Systems Management*, 38(6), June, 1987, 20-27. (With J.W. Carland & J.T. Overbey).

An Investigation into the Distinctions between Cognitive Styles of Business and Nonbusiness Students. *Journal of Education for Business*, 63(2), November, 1987, 68-71. (With J.W. Carland).

Distinctions between Entrepreneurial and Small Business Ventures. *International Journal of Management*, 5(1), March, 1988, 98-103. (With J.W. Carland, F. Hoy & W.R. Boulton).

An Empirical Assessment of the Relationship Between Management Levels and Planning Among Small Business Practitioners. *Journal of Business Strategies*, 5(1), Spring, 1988, 30-38. (With J.W. Carland & C.D. Aby).

Who is an Entrepreneur? Is a Question Worth Asking. *American Journal of Small Business*, 12(4), Spring, 1988, 33-39. (With J.W. Carland & F. Hoy).

Spreadsheets: Placebos or Panaceas? *Journal of Research on Computing in Education*, 21(1), Fall, 1988, 112-119. (With J.W. Carland & C.D. Aby).

JoAnn C. Carland, Curriculum Vita

9

Loan Guarantees: Providence or Paralysis? *Journal of Business and Economic Perspectives*, 15(1), Spring, 1989, 1-8. (With J.W. Carland & C.D. Aby).

An Assessment of the Psychological Determinants of Planning in Small Business. *International Small Business Journal*, 7(4), July-September, 1989, 23-34. (With J.W. Carland & C.D. Aby).

Cash Flow Analysis for Commercial Lending Decisions: Caveats and Strategies. *Journal of Financial and Strategic Decisions*, 3(1), Winter, 1990, 105-117. (With J.W. Carland & C.D. Aby).

Small Business Goodwill: A Pragmatic Valuation Approach. *International Journal of Management*, 7(3), September, 1990, 327-331. (With J.W. Carland & C.D. Aby).

Federally Mandated Programs: A Catch 22 for Small Business? *Journal of Business & Entrepreneurship*, 2(2), October, 1990, 93-101. (With J.W. Carland & J.L. Dye).

Cognitive Styles and the Education of Computer Information Systems Students. *Journal of Research on Computing in Education*, 23(1), Fall, 1990, 114-126. (With J.W. Carland).

Valuing the Small Business: An Exercise in Creativity. *Journal of Business and Economic Perspectives*, 16(2), Fall, 1990, 23-27. (With J.W. Carland & C.D. Aby).

Bedside Nursing Information Systems: A Competitive Advantage. *Business Forum*, 15(4), Winter, 1991, 44-46. (With D.W. Little).

An Empirical Investigation into the Distinctions Between Male and Female Entrepreneurs and Managers. *International Journal of Small Business*, 9(3), April-June, 1991, 62-72. (With J.W. Carland).

Are Small Businesses Falling through the GAAP? *Journal of Small Business Strategy*, 2(2), November, 1991, 50-55. (With J.W. Carland & J.L. Dye).

A Proposed Codification of Ethicacy in the Publication Process. *Journal of Business Ethics*, 11(2), February, 1992, 95-104. (With J.W. Carland & C.D. Aby).

The Theory of Contrary Opinion: A Tool for Investors. *Journal of Business and Economic Perspectives*, 18(1), Spring 1992, 75-80. (With J.W. Carland & C.D. Aby).

Managers, Small Business Owners and Entrepreneurs: The Cognitive Dimension. *Journal of Business & Entrepreneurship*, 4(2), July, 1992, 55-66. (With J.W. Carland).

Paths to Successful International Technology Transfer. *International Journal of Management*, 4(2), July, 1992, 55-66. (With J.W. Carland).

Investment Counselors and Stock Market Price Movements: A Predictive Analysis. *International Journal of Business Disciplines*, 2(1), Fall 1992, 17-25. (With J.W. Carland, C.D. Aby, D. Crockett & W. Williams).

Portraits of Potential Entrepreneurs: An Empirical Investigation. *Journal of Business & Entrepreneurship*, 5(1), March, 1993, 59-66. (With J.W. Carland & R.C. Higgs).

Ethics in Research: The Enigma of Co-Authorship. *Journal of the Southwestern Society of Economists*, 20(1), 1993. (With J.W. Carland & R.L. Lorentz).

The Role of Personality in New Venture Creation. *Entrepreneurship, Innovation and Change*, 2(2), June, 1993, 129-141. (With J.W. Carland).

The Resume: What Value is There in References? *Journal of Technical Writing and Communication*, 23(4), Fall, 1993, 371-377. (With J.W. Carland & R.L. Lorentz).

Learning by Doing in Marketing Research: An Experiment in Experiential Learning. *College Student Journal*, 27(3), September, 1993, 284-287. (With J.W. Carland & R.L. Lorentz).

Research and Development in Small Business: An Investment in the Future. *Journal of Business & Entrepreneurship*, 6(1), February, 1994, 33-40. (With J.W. Carland & W.L. Boyd).

The Implications of Cognition and Learning Styles for Management Education. *The Journal of Management Learning*, 25(3), September 1994, 413-431. (With J.W. Carland, M.D. Ensley & W.H. Stewart).

Accounting Education: A Cooperative Learning Strategy. *Accounting Education*, 3(3), 1994, 223-236. (With J.W. Carland & J.L. Dye).

The Case of the Reluctant Client. *Journal of the International Academy for Case Studies*, 1(2), Winter, 1995, 76-79. (With J.W. Carland).

Risk Taking Propensity Among Entrepreneurs, Small Business Owners and Managers. *Journal of Business and Entrepreneurship*, 7(1), March, 1995, 12-23. (With J.W. Carland & J.W. Carland, III & J. W. Pearce).

Self-Actualization: The Zenith of Entrepreneurship. *The Journal of Small Business Strategy*, 6(1), Spring 1995, 53-66. (With J.W. Carland & J.W. Carland, III).

Performance and Geographic Location: Juxtaposition in Managerial Perceptions, *The International Journal of Business Disciplines*, 5(1), Summer 1995, 30-39. (With J.W. Carland & J. Pearce).

JoAnn C. Carland, Curriculum Vita

11

The Case of the Missing Golf Cart. *Journal of the International Academy for Case Studies*, 1(3), Summer, 1995, 68-72. (With J.W. Carland).

Empirically Defining the Entrepreneur. *Journal of Business and Entrepreneurship*, 8(1), March, 1996, 1-18. (With J.W. Carland & W.H. Stewart).

Seeing What's Not There: The Enigma of Entrepreneurship. *Journal of Small Business Strategy*, 7(1), Spring, 1996, 1-20. (With J.W. Carland & W.H. Stewart).

Entrepreneurship: An Economic Phoenix, *Southwestern Economic Review*, 23(1), Spring, 1996, 77-86. (With J.W. Carland).

The Role of Cognition in American Competitiveness, *Journal of Global Competitiveness*, 4(1), 1996, 305-313. (With J.W. Carland & J. Busbin).

Entrepreneurship: An American Dream. *Journal of Business and Entrepreneurship*, 9(1), March, 1997, 33-45. (With J.W. Carland).

A Model of Potential Entrepreneurship: Profiles and Educational Implications, *Journal of Small Business Strategy*, 8(1), Spring, 1997, 1-13. (With J.W. Carland).

A Comparative Analysis of Concept Evaluation Methods for New Product Development Projects. *Project Management Journal*, 28(4), December, 1997, 47-52. (With J.W. Carland & S. Pascale).

The Effect of Entrepreneurial Team Skill Heterogeneity and Functional Diversity on New Venture Performance. *Journal of Business & Entrepreneurship*, 10(1), March, 1998, 1-14. (With J.W. Carland & M.D. Ensley).

Assessing Founder Status in Entrepreneurship: A Definitional Perspective, *Journal of Business & Entrepreneurship*, 10(2), October, 1998, 37-50. (with J.W. Carland & M.D. Ensley).

Innovative Education in an Integrated Business Core Curriculum: An Experiential Learning Paradigm. *Academy of Educational Leadership Journal*, 2(2), 1998, 54-79. (With J.W. Carland).

Entrepreneurial Teams in High Growth Ventures: A Cross-Cultural Comparison. *International Journal of Entrepreneurship*, 2, 1998, 13-25 (With J.W. Carland, M.D. Ensley, J. Nasi, S. Nasi, & M. Banks).

A Proclivity for Entrepreneurship: A Comparison of Entrepreneurs, Small Business Owners, and Corporate Managers. *Journal of Business Venturing*, 14(20), March, 1999, 189-214 (with J.W. Carland, W.H. Stewart, & W.E. Watson).

Risk Taking Propensity: An Attribute of Entrepreneurship? A Comparative Analysis. *Academy of Entrepreneurship Journal*, 5(2), 1999, 36-49 (with J.W. Carland & W. H. Stewart).

Exploring the Existence of Entrepreneurial Teams. *International Journal of Management*, 16(2), June, 1999, 276-286. (With J.W. Carland, M.D. Ensley & M. Banks).

The Indefatigable Entrepreneur: A Study of the Dispositions of Multiple Venture Founders. *Journal of Business and Entrepreneurship*, 12(1), March, 2000, 1-18. (With J.W. Carland & W.H. Stewart).

Investigating the Existence of the Lead Entrepreneur. *Journal of Small Business Management*, 38(4), October, 2000, 59-77. (With J.W. Carland & M.D. Ensley).

A Strategic Information Integration System for Small Business. *Academy of Strategic and Organizational Leadership Journal*, 4(2), December 2000, 46-53. (With M.D. Ensley & J.W. Carland).

New Venture Creation Model. *Journal of Business and Entrepreneurship*, 12 (3), March 2001, 29-48. (With J.W. Carland).

Fraud: A Concomitant Cause of Small Business Failure, *The Entrepreneurial Executive*, 6, March, 2001, 75-112. (With J.W. Carland & J.W. Carland).

Hunting the Heffalump: The Theoretical Basis and Dimensionality of the Carland Entrepreneurship Index, *Academy of Entrepreneurship Journal*, 7(2), 2001, 51-84 (With J. W. Carland and M. D. Ensley).

Are Common Purpose and Entrepreneurial Goals Exportable?: A Comparative Trait Study of American and Finnish Entrepreneurs, *International Journal of Entrepreneurship*, 5, 2001, 19-38 (With J. W. Carland and M. Koiranen).

Gender Differences Between Finnish and American Entrepreneurs: An Exploratory Study, *International Journal of Entrepreneurship*, 5, 2001, 71-82 (With J.W. Carland, S. Nasi and J. Nasi).

Innovative Education: The Repudiation of an Oxymoron. *Academy of Educational Leadership Journal*, 6(1), 2002, 115-132 (With J.W. Carland).

Entrepreneurial Dispositions and Goal Orientations: A Comparative Exploration of United States and Russian Entrepreneurs. *Journal of Small Business Management*, 41(1), January 2003, 27-46. (With W.H. Stewart, J.A. Carland, W.E. Watson and R. Sweo).

A Model of Planning and Its Effect on Performance. *Journal of Business & Entrepreneurship*, 15(1), March 2003, 1-20. (With J. A. Carland).

Pawn Takes Queen: The Strategic Gameboard in Entrepreneurial Firms, *Academy of Strategic Management Journal*, 2, 2003, 93-104. (with J.W. Carland).

An Investigation of the Planning-Performance Conundrum in a Dynamic Macroentrepreneurial Environment, *Journal of Small Business Strategies*, (In press, 2003). (With M.D. Ensley and J.A. Carland).

PUBLISHED CASES IN TEXTBOOKS

Simmons' Mountainside Satellite Sales. In C.E. Tate, L.C. Megginson, C.R. Scott & L.R. Trueblood, *Successful Small Business Management (4th Ed)*. Dallas: Business Publications, Inc., 1985, 68-72. (With J.W. Carland).

Southeastern Video Services: A Case Study. In T.L. Wheelen & J.D. Hunger, *Strategic Management and Business Policy (2nd Ed)*. Reading, MA: Addison-Wesley, 1986, 798-809. (With J.W. Carland).

Star View Satellite Systems, Inc. In G.D. Smith, D.R. Arnold & B.G. Bizzell, *Business Strategy and Policy (2nd Ed)*. Boston: Houghton Mifflin, 1988, 878-885. (With J.W. Carland).

Simmons' Mountainside Satellite Sales. In L.C. Megginson, C.R. Scott, L.R. Trueblood & W.L. Megginson, *Successful Small Business Management (5th Ed)*. Dallas: Business Publications, Inc., 1988, 247-251. (With J.W. Carland).

The Case of the Confused Investor. In R.L. Anderson & J.S. Dunkelburg, *Entrepreneurship: Starting a New Business*. New York: Harper & Row, 1990, 284-295. (With J.W. Carland & R.G. Crepeau).

Simmons' Mountainside Satellite Sales. In L.C. Megginson, C.R. Scott, L.R. Trueblood & W.L. Megginson, *Successful Small Business Management (6th Ed)*. Homewood, IL: Irwin, 1991, 254-257. (With J.W. Carland).

The Case of Tuckers' Tractors. In C.R. Ruthstrom & C.A. Dykman, *Information Systems for Managers: Casebook*. Saint Paul, MN: West Publishing Co., 1992, 176-180. (With J.W. Carland & K. Stephens).

Campground for Sale, Sold! In F.L. Fry, *Entrepreneurship: A Planning Approach*, New York: West Publishing Co., 1993, 583-586. (With J.W. Carland).

Movies 'R' Us. In F.L. Fry, *Entrepreneurship: A Planning Approach*, New York: West Publishing Co., 1993, 573-582. (With J.W. Carland & K. Stephens).

BOOK REVIEW

Review of *Microcomputers in Small Business* by R.D. Randall. *Small Business Forum*, 2(2), Winter, 1984, 39-40.

PROFESSIONAL JOURNAL ARTICLES

The 386 Chip: What to Do? *Project Management Journal*, 18(1), March, 1987, 26-27.

Spreadsheets: Useful Tools or Lethal Weapons. *Project Management Journal*, 18(2), June, 1987, 31-32.

The Care and Feeding of Micros. *Project Management Journal*, 18(3), August, 1987, 19-20.

Applications Development: A Panacea for Business Ills? *Project Management Journal*, 19(2), April, 1988, 20-21.

Has Your Computer Had Its Flu Shot? *Project Management Journal*, 19(3), June, 1988, 15-16.

Have You Unplugged Your Computer Lately? *Project Management Journal*, 19(4), 1988, 19-20.

Privacy and Technology: Is Privacy our most Endangered Right? *PM Network*, 3(1), January, 1989, 23-26. (With W. Stewart).

Where Will You Be When the Lights Go Out? *PM Network*, 3(2), April, 1989, 21-23.

Women in Business: Who are They? *Aspects of Economic Development*, 1(4), Fall, 1989, 8-9;12-13. (With J.W. Carland).

RISC or CISC: The Race is on! But What's in a Name? *PM Network*, 4(2), February, 1990, 33-35. (With W. Young).

MONOGRAPHS

The Young Gifted Child. Unpublished Monograph, University of Georgia, August, 1979.

A Meta-Analysis of Studies Involving Parental Attitudes toward Academic Achievement. Unpublished Monograph, University of Georgia, 1981.

REFEREED PROCEEDINGS

Key Factors Affecting the Relationship of Teachers of the Gifted and Regular Classroom Teachers. Presented to the National Association of Gifted Children, Minneapolis, October, 1980. Published in the *Proceedings*, 1980, 27. (With M.M. Frasier).

A Microcomputer Examination Support System. Presented to the Association for Educational Data Systems, Portland, OR, May, 1983. Published in C.G. Haddock (Ed), *Proceedings*, Portland, OR: Association for Educational Data Systems, 1983, 66-68. (With J.W. Carland).

An Empirical Investigation into the Distinction between Entrepreneurial and Small Business Ventures. Presented to the Academy of Management, Dallas, August, 1983. Abstracted in K.H. Chung (Ed), *Proceedings*, Wichita, KS: Academy of Management, 1983, 476. (With J.W. Carland).

A Taxonomical Approach to Small Business. Presented to the Southern Management Association, Atlanta, November, 1983. Published in D.F. Ray (Ed), *Proceedings*, Mississippi State: Southern Management Association, 1983, 338-40. (With J.W. Carland).

The CIS Curriculum in Transition. Presented to the Association for Educational Data Systems, Washington, May, 1984. Published in S.D. Martin & R.S. Heller (Eds), *Proceedings*, Rockville, MD: Computer Science Press, 1984, 361-364. (With J.W. Carland & J. Hunter).

Profiles of Entrepreneurs and Small Business Owners. Presented to the Southern Management Association, New Orleans, November, 1984. Published in D.F. Ray (Ed), *Proceedings*, Mississippi State: Southern Management Association, 1984, 155-157. (With J.W. Carland).

Disaster Planning and Computer Security in the Small Business Arena: An Empirical Investigation. Presented to the Southern Management Association, Orlando, November, 1985. Published in D.F. Ray (Ed), *Proceedings*, Mississippi State: Southern Management Association, 1985, 342-44. (With J.W. Carland & T.S. West).

The Impact of Microcomputers on Accounting Systems. Presented to the Southeast Decision Sciences Institute, Orlando, February, 1986. Published in M.D. Oliff & T.R. Rakes (Eds), *Proceedings*, Columbia, SC: Southeast Decision Sciences Institute, 1986, 1-3. (With J.W. Carland & J.T. Overbey).

The Personality Profiles of Female Entrepreneurs and Small Business Owners. Presented to the Southeast Decision Sciences Institute, Orlando, February, 1986. Published in M.D. Oliff & T.R. Rakes (Eds), *Proceedings*, Columbia, SC: Southeast Decision Sciences Institute, 1986, 279-281. (With J.W. Carland).

An Empirical Investigation into the Distinctions between Cognitive Styles of Business and Non-business Students. Presented to the Academy of Management, Chicago, August, 1986. Abstracted in J.A. Pierce & R.B. Robinson (Eds), *Proceedings*, Columbia, SC: Academy of Management, 1986, 370. (With J.W. Carland).

The Packwood Bill: Effects on Stock Markets, Capital Formation, Capital Budgeting. Presented to the Southeastern Institute of Management Sciences, Myrtle Beach, October, 1986. Published in J.A. Pope & A. Ardalan (Eds), *Proceedings*, Memphis: Southeastern Institute of Management Sciences, 1986, 337-339. (With J.W. Carland & H. Pourian).

An Empirical Investigation into the Obsolescence of Journals in Accounting Education. Presented to the Decision Sciences Institute, Honolulu, November, 1986. Published in S.M. Lee, L. Digman, & M.J. Schniederjans (Eds), *Proceedings*, Lincoln, NE: Decision Sciences Institute, 1986, 28-30. (With J.W. Carland & J.T. Overbey).

An Empirical Investigation into Distinctions of Entrepreneurial and Small Business Ventures. Presented to the Decision Sciences Institute, Honolulu, November, 1986. Abstracted in S.M. Lee, L. Digman, & M.J. Schniederjans (Eds), *Proceedings*, Lincoln, NE: Decision Sciences Institute, 1986, 667. (With J.W. Carland, F. Hoy & W.R. Boulton).

The Use of Consultants in Small Business Computer Selection. Presented to the Decision Sciences Institute, Honolulu, November, 1986. Published in S.M. Lee, L. Digman, & M.J. Schniederjans (Eds), *Proceedings*, Lincoln, NE: Decision Sciences Institute, 1986, 917-918. (With J.W. Carland).

The Software Piracy Problem. Presented to the Southeast Decision Sciences Institute, Richmond, February, 1987. Published in B. Whitten & R.J. Fox (Eds), *Proceedings*, Athens, GA: Southeast Decision Sciences Institute, 1987, 12-14. (With J.W. Carland & A.S. Davidson).

An Empirical Investigation into the Differentiation of Small Business Owners, Entrepreneurs and Managers. Presented to the Southeast Decision Sciences Institute, Richmond, February, 1987. Published in B. Whitten & R.J. Fox (Eds), *Proceedings*, Athens, GA: Southeast Decision Sciences Institute, 1987, 200-202. (With J.W. Carland).

The Analysis of the Psychological Attributes Pertaining to Entrepreneurs, Small Business Owners and Managers. Presented to the Academy of Management, New Orleans, August, 1987. Abstracted in F. Hoy (Ed), *Proceedings*, Athens, GA: Academy of Management, 1987, 380. (With J.W. Carland).

An Assessment of the Cognitive Styles of Computer Information Systems Students and the Implications for their Education. Presented to the Decision Sciences Institute, Boston, November, 1987. Published in R.A. Parsons & J.C. Saber (Eds), *Proceedings*, Boston, MA: Decision Sciences Institute, 1987, 65-67. (With J.W. Carland).

Entrepreneurs, Small Business Owners and Managers: Does Sex Make a Difference? Presented to the Decision Sciences Institute, Boston, November, 1987. Published in R.A. Parsons & J.C. Saber (Eds), *Proceedings*, Boston, MA: Decision Sciences Institute, 1987, 520-522. (With J.W. Carland).

The Case of the Confused Investor Revisited. Presented to North American Case Research Association, New Orleans, November, 1987. Abstracted in J.J. Chrisman (Ed), *Proceedings*, Columbia, SC: North American Case Research Association, 1987, 11. (With J.W. Carland & R.G. Crepeau).

The Case of Superior Printing Company. Presented to the North American Case Research Association, New Orleans, November, 1987. Abstracted in J.J. Chrisman (Ed), *Proceedings*, Columbia, SC: North American Case Research Association, 1987, 12. (With J.W. Carland, S.K. Henderson & R.G. Crepeau).

Profiles of Female Entrepreneurs, Small Business Owners and Managers. Presented to the Southern Management Association, New Orleans, November, 1987. Published in D.F. Ray (Ed), *Proceedings*, Mississippi State: Southern Management Association, 1987, 178-180. (With J.W. Carland).

Information Systems Curricula: What Can Businesses Expect? Presented to the Southeast Decision Sciences Institute, Winston Salem, NC, February, 1988. Published in J.A. Pope & A. Ardalan (Eds), *Proceedings*, Norfolk, VA: Southeast Decision Sciences Institute, 1988, 28-30. (With J.W. Carland, R.G. Crepeau & S.K. Henderson).

Small Business and Tax Reforms: Impacts and Caveats. Presented to the Southeast Decision Sciences Institute, Winston Salem, NC, February, 1988. Published in J.A. Pope & A. Ardalan (Eds), *Proceedings*, Norfolk, VA: Southeast Decision Sciences Institute, 1988, 62-64. (With J.W. Carland & J.L.Dye)

Small Business and Federally Mandated Programs: Employment Benefits or Unemployment Benefits? Presented to the U.S. Association for Small Business and Entrepreneurship, Monterey, CA, October, 1988. Published in H.J. Lasher, E. Maliche, G. Roberts & R. Scherer (Eds), *Proceedings*, Marietta, GA: U.S. Association for Small Business and Entrepreneurship, 1988, 30-34. (With J.W. Carland & J.L. Dye).

Business Owners and Corporate Managers: The Distinctive Difference. Presented to the Decision Sciences Institute, Las Vegas, NE, November, 1988. Abstracted in E.C. Houck & B.W. Taylor (Eds), *Proceedings*, Blacksburg, VA: Decision Sciences Institute, 1988, 879. (With J.W. Carland & W. Stewart).

Privacy and Technology: Is Privacy Our Right Most Endangered? Presented to the Decision Sciences Institute, Las Vegas, NE, November, 1988. Published in E.C. Houck & B.W. Taylor (Eds), *Proceedings*, Blacksburg, VA: Decision Sciences Institute, 1988, 601-603. (With H.W. Stewart).

The Role of Goodwill in Small Business Valuation. Presented to the Midsouth Academy of Economics and Finance, Nashville, TN, February, 1989. Published in T. Black (Ed), *Papers and Proceedings*, 13, Summer 1990, 607-608. (With J.W. Carland & C.D. Aby).

Turning Students on to Tax: An Exercise in Creativity. Presented to the Southeast Decision Sciences Institute, Charleston, SC, February, 1989. Published in W.E. Hardy & J.L. Adrian (Eds), *Proceedings*, Madison, WI: Southeast Decision Sciences Institute, 1989, 45-48. (With J.W. Carland and J.L. Dye).

Should Accounting Standards be used to Help set Federal Economic Policies? Presented to the Midsouth Academy of Economics and Finance, Jackson, MS, February, 1990. Published in T. Black (Ed), *Papers and Proceedings*, 14, Summer 1990, 143-144. (With J.W. Carland & J.L. Dye).

A Capital Gains Tax That Does Not Result in a Gain in Capital. Presented to the Midsouth Academy of Economics and Finance, Jackson, MS, February, 1990. Published in T. Black (Ed), *Papers and Proceedings*, 14, Summer 1990, 145-146. (With J.W. Carland & J.L. Dye).

Maximizing Profits in Small Business Service Firms, Presented to the Association of Management, Orlando, FL, August, 1990. Published in M. Salem (Ed), *Proceedings*, Orlando, FL: Association of Management, 1990, 22-26. (With J.W. Carland & M.D. Ensley).

Should Non Profits Make a Profit? Presented to the Association of Management, Orlando, FL, August, 1990. Published in M. Salem (Ed), *Proceedings*, Orlando, FL: Association of Management, 1990, 18-21. (With J.W. Carland & M.D. Ensley).

Cognitive Typologies and the Educational Implications for Students of Entrepreneurship and Small Business. Presented to the United States Association for Small Business and Entrepreneurship, Orlando, FL, October, 1990. Published in T.W. Garsombke & D.J. Garsombke (Eds), *Proceedings*, Madison, WI: USASBE, 1990, 257. (With J.W. Carland).

Small Business Management or Entrepreneurship: What's in the Curriculum. Presented to the United States Association for Small Business and Entrepreneurship, Orlando, FL, October, 1990. Published in T.W. Garsombke & D.J. Garsombke (Eds), *Proceedings*, Madison, WI: USASBE, 1990, 276. (With J.W. Carland & B. Tjahjadi).

Campground for Sale -- Sold! Presented to the North American Case Research Association, Orlando, FL, November, 1990. Abstracted in R.M. Kinnunen (Ed), *Proceedings*, Boston, MA: NACRA, 1990, 51, and abstracted in *Case Research Journal*, Spring, 1991, 242. (With J.W. Carland).

JoAnn C. Carland, Curriculum Vita

19

Movies R Us: A Case Study, Presented to the North American Case Research Association, Orlando, FL, November, 1990. Abstracted in R.M. Kinnunen (Ed), *Proceedings*, Boston, MA: NACRA, 1990, 30, and abstracted in *Case Research Journal*, Spring, 1991, 250. (With J.W. Carland).

The International Ramifications of Information Systems Technology Proliferation, Presented to Association for Global Business, Orlando, November, 1990. Abstracted in W.H. Thielbar, W.E. Nelson & J.S. Kaminarides (Eds), *Proceedings*, Orlando, FL: Association for Global Business, 1990, 390. (With J.W. Carland & M.D. Ensley).

Computer Security: A Strategic Concern of Small Businesses, Presented to the Small Business Institute Directors' Association, Orlando, FL, February, 1991, and published in D.L. Hoffman (Ed), *Proceedings*, Orlando, FL: Small Business Institute Directors' Association, 1991, 61-67. (With J.W. Carland & C.D. Aby).

Toward an Understanding of the Effects of Health Care Insurance Requirements on Small Business: An Empirical Investigation. Presented to the Midsouth Academy of Economics and Finance, Shreveport, LA, February, 1991, and Published in C.W. Cameron (Ed), *Papers and Proceedings*, 15, Summer 1991, 190-192. (With J.W. Carland & M.D. Ensley).

Toward an Understanding of the Impact of German Currency Consolidation on Small Business: An Empirical Investigation. Presented to the Midsouth Academy of Economics and Finance, Shreveport, LA, February, 1991, and Published in C.W. Cameron (Ed), *Papers and Proceedings*, 15, Summer 1991, 193-196. (With J.W. Carland & M.D. Ensley).

Day Care and Parental Leave: An Empirical Investigation of their Impact on Small Firms. Presented to the Midsouth Academy of Economics and Finance, Shreveport, LA, February, 1991, and Published in C.W. Cameron (Ed), *Papers and Proceedings*, 15, Summer 1991, 187-189. (With J.W. Carland & M.D. Ensley).

An Empirical Investigation of the Impact of Environmental Legislation and Regulation on Small Business. Presented to the Midsouth Academy of Economics and Finance, Shreveport, LA, February, 1991, and Published in C.W. Cameron (Ed), *Papers and Proceedings*, 15, Summer 1991, 184-186. (With J.W. Carland & M.D. Ensley).

The Extrinsic and Intrinsic Value of the Small Business Institute. Presented to the Small Business Institute Directors' Association of Region IV, Charleston, SC, April, 1991. Published in *Proceedings*, Small Business Institute Directors' Association of Region IV, 1991, 1-8. (With J.W. Carland & J.L. Dye).

Educational Implications for Students of Entrepreneurship. Presented to the Association for Private Enterprise Education, Nashville, TN, April, 1991, and abstracted in *The Journal of Private Enterprise*, 7(1), Fall 1991, 206. (With J.W. Carland & J.L. Dye).

The Role of Professionals in Private Enterprise. Presented to the Association for Private Enterprise Education, Nashville, TN, April, 1991, and abstracted in *The Journal of Private Enterprise*, 7(1), Fall 1991, 192. (With J.W. Carland & C.D. Aby).

A Strategic Information Integration System for Small Businesses. Presented to the Midwest Decision Sciences Institute, Cincinnati, OH, May, 1991. Published in E.A. Tunc & J.N.D. Gupta (Eds.), *Proceedings*, Midwest Decision Sciences Institute, 1991, 324-326. (With J.W. Carland & M.D. Ensley).

Measuring Productivity in Professional Service Industries. Presented to the Association of Management, Atlantic City, NJ, August, 1991. Published in *Proceedings for Human Resources Management*, 1991, 47-51. (With J.W. Carland & J.L. Dye).

Mandated Benefits and the Social Responsibility of Business. Presented to the Association of Management, Atlantic City, NJ, August, 1991. Published in *Multi-Disciplinary Proceedings, Vol 1*, 1991, I-1-I-3. (With J.W. Carland & J.L. Dye).

Profiles of New Venturists and Corporate Managers: Is There a Difference? Presented to the United States Association for Small Business and Entrepreneurship, San Diego, CA, October, 1991. Published in T.G. Verser (Ed), *Proceedings*, Madison, WI: USASBE, 48-57. (With J.W. Carland & J.L. Dye).

Estate Planning for the Small Business Owner: Pass Off Before You Pass On. Presented to the United States Association for Small Business and Entrepreneurship, San Diego, CA, October, 1991. Abstracted in T.G. Verser (Ed), *Proceedings*, Madison, WI: USASBE, 172. (With J.W. Carland & J.L. Dye).

Some Potential Pitfalls of Global Financial Markets. Presented to the Association of Global Business, Atlanta, GA, November, 1991. Abstracted in T.I. Kindel (Ed.), *Proceedings*, Charleston, SC: Association for Global Business, 1991, 16. (With J.W. Carland & J.L. Dye).

The Efficacy of International Technology Transfer: Illusion or Reality. Presented to the Association of Global Business, Atlanta, GA, November, 1991. Abstracted in T.I. Kindel (Ed.), *Proceedings*, Charleston, SC: Association for Global Business, 1991, 404. (With J.W. Carland & J.L. Dye).

The Case of the Valuable Lawyer. Presented to the North American Case Research Association, Atlanta, GA, November, 1991. Abstracted in R.M. Kinnunen (Ed.), *Proceedings*, Boston, MA: North American Case Research Association, 8. (With J.W. Carland & J.L. Dye).

The Case of Tucker's Tractors. Presented to the North American Case Research Association, Atlanta, GA, November, 1991. Abstracted in R.M. Kinnunen (Ed.), *Proceedings*, Boston, MA: NACRA, 42. (With J.W. Carland & K.E. Stephens).

The Underutilization of Computerization in Small Business: A Matter of Perspective. Presented to the Small Business Institute Directors' Association, Washington, DC, January, 1992. Published in R.A. Kemp (Ed.), *Proceedings*, Des Moines, IA: Small Business Institute Directors' Association, 16-21. (With J.W. Carland).

Entrepreneurship: A Change Agent for the Economy of the U.S.S.R. Presented to the Small Business Institute Directors' Association, Washington, DC, January, 1992. Published in R.A. Kemp (Ed.), *Proceedings*, Des Moines, IA: Small Business Institute Directors' Association, 164-169. (With J.W. Carland & G.F. Young).

State Your Business: New State Tax Strategies and Business Location. Presented to the Southeast Decision Sciences Institute, Savannah, GA, February, 1992. Published in J.R. Baker & K.E. Fitzpatrick (Eds.), *Proceedings*, Savannah, GA: Southeast Region of the Decision Sciences Institute, 40-41. (With J.W. Carland & J.L. Dye).

Learning Accounting through the Point of a Pencil: An Experiment in Experiential Learning. Presented to the Southeast Decision Sciences Institute, Savannah, GA, February, 1992. Published in J.R. Baker & K.E. Fitzpatrick (Eds.), *Proceedings*, Savannah, GA: Southeast Region of the Decision Sciences Institute, 49-52. (With J.W. Carland & J.L. Dye).

Computers and Lending Decisions: Who Supports Whom? Presented to the Western Decision Sciences Institute, Reno, NV, March, 1992. Published in L.A. Masters (Ed.), *Proceedings*, Madison, WI: Western Decision Sciences Institute, 609-611. (With J.W. Carland & P.D. Cashdollar).

The Impact of Direct Marketing on the Personal Computer Industry. Presented to the Western Decision Sciences Institute, Reno, NV, March, 1992. Published in L.A. Masters (Ed.), *Proceedings*, Madison, WI: Western Decision Sciences Institute, 730-732. (With J.W. Carland & R.L. Lorentz).

Learning by Doing in Marketing Research: An Experiment in Experiential Learning. Presented to the Western Decision Sciences Institute, Reno, NV, March, 1992. Published in L.A. Masters (Ed.), *Proceedings*, Madison, WI: Western Decision Sciences Institute, 737-739. (With J.W. Carland & R.L. Lorentz).

The Case of the Manager on the Hot Seat. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in J.W. Carland & J.W. Carland (Eds.), *Proceedings*, Vol 1, SECRA, 1993, 84. (With J.W. Carland & J.L. Dye).

The Hunt for Success. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in J.W. Carland & J.W. Carland (Eds.), *Proceedings*, Vol 1, SECRA, 1993, 85. (With J.W. Carland & J.L. Dye).

The Utilization of Cases in Research. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in J.W. Carland & J.W. Carland (Eds.), *Proceedings*, Vol 1, SECRA, 1993, 86. (With J.W. Carland & R.H. Higgs).

Assessing the Economic Impact of Smaller Firms: A Prospective from the Commonwealth of Soviet States. Presented to the International Council for Small Business, Toronto, Canada, June, 1992. Published in R.W.Y. Kao (Ed), *Proceedings*, Toronto: International Council for Small Business, 1992, 306-315. (With J.W. Carland and M.D. Ensley).

Entrepreneurship Index: An Empirical Validation. Presented to the Babson College Entrepreneurial Research Conference, Fontainebleau, France, July, 1992. Abstracted in *Frontiers of Entrepreneurship Research*, 1992, 606. (With J.W. Carland & F. Hoy).

The Case of the Manager on the Hot Seat. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in the *Proceedings*, 84. (With J.W. Carland & J.L. Dye).

The Hunt for Success. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in the *Proceedings*, 85. (With J.W. Carland & J.L. Dye).

The Utilization of Cases in Research. Presented to the Southeast Case Research Association, Greensboro, NC, June, 1992. Abstracted in the *Proceedings*, 86. (With J.W. Carland & R.H. Higgs).

An Empirical Investigation into the Role of Professionals in the Business Environment. Presented to the Southeastern Division of The Institute of Management Science, Myrtle Beach, SC, October, 1992. Published in Peter B. Barr (Ed.) *Proceedings*, Myrtle Beach: Twenty-eighth Annual Meeting of The Institute of Management Sciences Southeastern Chapter, 373-376. (With J.W. Carland & C.D. Aby).

Management Education: Investigation and Implications. Presented to the Southeastern Division of The Institute of Management Science, Myrtle Beach, SC, October, 1992. Published in Peter B. Barr (Ed.) *Proceedings*, Myrtle Beach, SC: The Institute of Management Sciences Southeastern Chapter, 479-482. (With J.W. Carland & J.L. Dye).

Global Financial Markets and Third World Countries: Ethics, Exploitation and Opportunities. Presented to the Southeastern Division of The Institute of Management Science, Myrtle Beach, SC, October 1992. Published in Peter B. Barr (Ed.) *Proceedings*, Myrtle Beach: The Institute of Management Sciences Southeastern Chapter, 136-7. (With J.L. Dye).

The Death of a Dream: A Case Study. Presented to the North American Case Research Association, New Orleans, LA, November, 1992. Abstracted in R.M. Kinnunen (Ed.), *Proceedings*, Boston, MA: NACRA, 6, 3. (With J.W. Carland & R.G. Crepeau).

Toward the Resurgence of Entrepreneurship in Eastern Europe and Russia: A Public Policy Perspective. Presented to the Association for Global Business, New Orleans, November, 1992. Published in T.I. Kindel (Ed.) *Proceedings*, New Orleans: Association of Global Business, 1992. 336-345. (With J.W. Carland & G.F. Young).

Manufacturing Location and Performance: An Empirical Assessment of Linkage. Presented to the Southeastern Region of Decision Sciences Institute, Chattanooga, TN, February, 1993. Published in K. Fitzpatrick & M.J. McCracken (Eds.), *Proceedings*, Chattanooga: Southeastern Region of Decision Sciences Institute, 100-101. (With J.W. Carland & J. Pearce).

Beware the Dark Side of Total Quality Management. Presented to the Southeastern Region of Decision Sciences Institute, Chattanooga, TN, February, 1993. Published in K. Fitzpatrick & M.J. McCracken (Eds.), *Proceedings*, Chattanooga, TN: Southeastern Region of Decision Sciences Institute, 281-283. (With J.W. Carland & R.C. Higgs).

Beware the Dark Side of Entrepreneurship: Disincentives and Nostra. Presented to the Babson College Entrepreneurship Research Conference, Houston, TX, March, 1993. Abstracted in *Frontiers of Entrepreneurship Research*, 1993, 253. (With J.W. Carland).

Entrepreneurship as an Economic Change Agent: Saviour or Destroyer? Presented to the International Council for Small Business, Las Vegas, NV, June, 1993. Published in J.S. Devlin & M.M. Trevino (Eds.), *Proceedings*, Las Vegas: International Council of Small Business, 288. (With J.W. Carland).

Entrepreneurship Curriculum Design in Developing and Changing Nations: Problems in Following the U.S. Model. Presented to the International Council for Small Business, Las Vegas, NV, June, 1993. Published in J.S. Devlin & M.M. Trevino (Eds.), *Proceedings*, Las Vegas: International Council of Small Business, 243-253. (With J.W. Carland).

Lack of Accounting in MBA Curricula May be Students' Loss. Presented to the Association of Management, Atlanta, GA, August, 1993. Published in W.A. Hamel (Ed.), *Education Proceedings, 11(1)*, Atlanta: Association of Management, 86. (With J.W. Carland & J.L. Dye).

Management Paradigms: A Strategic Restraint. Presented to the Association of Management, Atlanta, GA, August, 1993. Published in W.A. Hamel (Ed.), *Multi-Disciplinary Proceedings, 11(1)*, Atlanta: Association of Management, 155-158. (With J.W. Carland & R.C. Higgs).

Effects of International Competition on SBU Performance. Presented to the Association of Management, Atlanta, GA, August, 1993. Published in W.A. Hamel (Ed.), *Business Management Proceedings, 11(1)*, Atlanta: Association of Management, 130-134. (With J.W. Carland, J. Pearce & J. Stiles).

Student Performance in Management: Is It a Function of Learning? Presented to the Southeastern Chapter of The Institute of Management Science, October, 1993, Myrtle Beach, SC. Published in R.T. Barrett (Ed.), *Proceedings*, SETIMS, 1993, 289-291. (With J.W. Carland & R.C. Higgs).

The Dark Side of Total Quality Management: An Opportunity for Small Business. Published in R.D. Russell (Ed.) *Proceedings*, United States Association for Small Business and Entrepreneurship, 1993, 32-38. (With J.W. Carland).

Entrepreneurship: An Economic Phoenix. Presented to the United States Association for Small Business and Entrepreneurship, October, 1993, Baltimore, MD. Published in R.D. Russell (Ed.) *Proceedings*, USASBE, 1993, 24-31. (With J.W. Carland).

Entrepreneurial Activity in Large Corporations: The Only Competitive Advantage in a Global Marketplace. Presented to the Academy of Business Administration, December, 1993, Nassau, The Bahamas. Published in D.L. Moore and S.G. Amin (Eds.) *Global Business: Theory and Practice*, 211-218. (With J.W. Carland).

Ethical Issues in Business: What Role in a Global Economy? A Classroom Simulation. Presented to the Academy of Business Administration, December, 1993, Nassau, The Bahamas. Published in D.L. Moore and S.G. Amin (Eds.) *Global Business: Theory and Practice*, 34-40. (With J.W. Carland).

Innovation: The Hallmark of Entrepreneurship. *The Art and Science of Entrepreneurship: Volume II*, February 1994, 323-335. (With J.W. Carland).

Expanding the Role of Entrepreneurial Education: The Indonesian Connection. Presented to the Small Business Institute Directors' Association, San Antonio, March, 1994. Published in the *Proceedings*, 110-115. (With J.W. Carland & W.S. Ciptono).

Uncle Sam Needs a Few Good Accountants. Presented to the Southwest Decision Sciences Institute, Dallas, March, 1994. Published in K.T. Mehta (Ed.) *Proceedings*, SWDSI, 1994, 128-130. (With J.W. Carland & W.L. Boyd).

Small Businesses Get Small Benefit from New Tax Law. Presented to the Western Decision Sciences Institute, March, 1994, Maui, HI. Abstracted in A.S. Khade and R.B. Brown (Eds.) *Proceedings*, Stanislaus, CA: California State University and the Western Decision Sciences Institute, 1994, 881. (With J.W. Carland & J.L. Dye).

The Management of Business Technology and Intellectual Capital: Are We Losing Our Minds? Presented to Association of Management, August, 1994, Dallas, TX. Abstracted in A.D. Schiff (Ed.) *Proceedings*, Baltimore, MD: University of Baltimore, 1994, 134. (With J.W. Carland & J.L. Dye).

JoAnn C. Carland, Curriculum Vita

25

Innovative Education: Oxymoron or Requisite? Presented to the Southeastern Chapter of The Institute of Management Science, Myrtle Beach, SC, October, 1994, and published in the *Proceedings*, 122-124. (With J.W. Carland & J.W. Carland, III).

The Book Store Presented to the International Academy for Case Studies, Myrtle Beach, SC, October, 1994 and abstracted in the *Proceedings*, p. 27. (With J.W. Carland & R.L. Lorentz).

Computer Information Systems Education: A Study of the Higher Colleges of Technology in the United Arab Emirates. Presented to the International Academy of Business Administration, Cancun, Mexico, December, 1994 and published in the *Proceedings*, April, 1995, 355-361. (With J.W. Carland & L.N. Garrett).

A Model of Entrepreneurship: The Process of Venture Creation. Presented to the Small Business Institute Directors' Association, Nashville, TN, February, 1995, and published in the *Proceedings*, p. 13-19. (With J.W. Carland & J.W. Carland, III).

Seeing What's Not There: The Enigma of Entrepreneurship, Presented to the Small Business Institute Directors' Association, San Diego, CA, February, 1996 and published in the *Proceedings*, 3-14. (With J.W. Carland & W.H. Stewart).

The Theoretical Bases and Dimensionality of the Carland Entrepreneurship Index. Presented to the RISE conference, and published in the *Proceedings of the RISE '96 Conference*, University of Jyväskylä, Finland, pp. 1-24. (With J.W. Carland).

Sex Differences between Finnish and American Entrepreneurs. Presented to the RISE conference, and published in the *Proceedings of the RISE '96 Conference*, University of Jyväskylä, Finland, pp. 65-69. (With J.W. Carland, S. Nasi, and J. Nasi).

Using Innovation Techniques in the Teaching of Research and Development and Design Concepts: The Role of Cognition, Presented to Decision Sciences Institute, Orlando, FL, November, 1996, and published in the *Proceedings*, p. 901. (With J.W. Carland & S. Pascale).

A Model of Potential Entrepreneurship: Profiles and Educational Implications. Presented to the Small Business Institute Directors' Association, Orlando, FL, February, 1996, and published in the *Proceedings*, p. 9-13. (With J.W. Carland).

The Exportation of the American Model of Entrepreneurship: Reality or Illusion? A Comparative Trait Study of American and Finnish Entrepreneurs Presented to the International Academy of Small Business, San Francisco, CA, June, 1997 and published in the electronic *Proceedings*. (With J.W. Carland & M. Koiranen).

Entrepreneurship Education: An Integrated Approach Using an Experiential Learning Paradigm, Presented to IntEnt, International Entrepreneurship Conference, Monterey, CA, June, 1997, and published in the electronic *Proceedings*. (With J.W. Carland).

Using Innovation Techniques in Design Evaluations for Product Development: A Project Management - Human Factor Approach. Presented to the International Symposium Sovnet '97 Conference, Moscow, June, 1997, and published in the *Proceedings*, 491-497. (With J.W. Carland & S. Pascale).

Entrepreneurship Education: Building Dreams. Published in the *Art & Science of Entrepreneurship Education, Volume IV*, Akron, 1997, 56-71. (With J.W. Carland).

New Venture Creation: An Adventure in Learning. Presented to United States Association for Small Business and Entrepreneurship Conference, Clearwater, FL, January, 1998, and published in the *Proceedings*, 328. (With J.W. Carland).

Alternative Opportunities for Publication in Entrepreneurship. Presented to United States Association for Small Business and Entrepreneurship Conference, Clearwater, FL, January, 1998, and published in the *Proceedings*, 334. (With J.W. Carland).

Is Entrepreneurial Drive a Predictor of Venture Performance? Presented to the Small Business Institute Director's Association Conference, Santa Fee, NM, February, 1998, and published in the *Proceedings*, 61-66. (With J.W. Carland & M.D. Ensley).

Gender Differences Between Finish and American Entrepreneurs: An Exploratory Study. Presented to the Small Business Institute Director's Association Conference, Santa Fee, NM, February, 1998, and published in the *Proceedings*, 92-97. (With J.W. Carland, J. Nasi, & S. Nasi).

The Effect of Entrepreneurial Team Skill Heterogeneity and Functional Diversity on New Venture Performance. Presented to the Association for Small Business and Entrepreneurship Conference, Dallas, TX, March, 1998, and published in the *Proceedings*, 45-50. (With J.W. Carland & M.D. Ensley).

Is Risk Taking Propensity an Attribute of Entrepreneurship? A Comparative Analysis of Instrumentation. Presented to the Association for Small Business and Entrepreneurship Conference, Dallas, TX, March, 1998, and published in the *Proceedings*, 51-56. (With J.W. Carland & W. Stewart).

BASA: A Case of Small Business Fraud. Presented to the International Academy for Case Studies, Las Vegas, October, 1998, and abstracted in the *Proceedings*, 140. (With J.W. Carland).

Innovative Education: One University's Attempt to Make a Difference. Presented to the Decision Sciences Institute, Las Vegas, November, 1998, and published in the *1998 Proceedings, Volume 1*, 272-274. (With J.W. Carland).

Entrepreneurship Education: The Need to March to a Different Drum. Presented to Small Business Directors Association, Region IV, Atlanta, GA, September, 1999, and published in the *Proceedings*, 7-16. (With J.W. Carland & M.D. Ensley).

The Indefatigable Entrepreneur: A Study of the Dispositions of Multiple Venture Founders. Presented to the Association of Small Business and Entrepreneurship, San Antonio, TX, March, 2000, and published in the *Proceedings*, 168-180. (With J.W. Carland & W. H. Stewart).

Fraud: A Concomitant Cause of Small Business Failure. Small Business Institute Director's Association *Proceedings*, San Antonio, TX, February, 2000, 312. (With J. W. Carland & J. W. Carland).

The Game of Entrepreneurial Strategy. Presented to the Association of Management, San Antonio, TX, May, 2000, and published in the *Proceedings*, 81-86. (With J.W. Carland).

New Venture Creation Model. Presented to the Association of Small Business and Entrepreneurship, New Orleans, LA, February, 2001, and published in the *Proceedings*, 1-7. (With J. W. Carland).

An Investigation of the Planning-Performance Conundrum in a Dynamic Macroentrepreneurial Environment. Presented to the Small Business Institute, New Orleans, LA, February, 2003. (With J. W. Carland).

A Model of Entrepreneurial Planning and Its Effect on Performance. Presented to the Association of Small Business and Entrepreneurship, Houston, TX, March, 2003, and published in the *Proceedings*, 1-16. (With J. W. Carland).

REFEREED PRESENTATIONS

School Success of Gifted Appalachian Youth and their Perception of Parental Attitudes toward Academic Achievement. Presented to the Georgia Academy of Science, Macon, April, 1982. (With E.R. Powell).

Southeastern Video Services: A Case Study. Presented to the North American Case Research Association, New Orleans, November, 1984. (With J.W. Carland).

The Case of the Missing Golf Cart. Presented to the North American Case Research Association, New Orleans, November, 1985. (With J.W. Carland).

The Continuing Case of the Missing Golf Cart. Presented to the North American Case Research Association, New Orleans, November, 1985. (With J.W. Carland).

Star View Satellite Systems. Presented to the North American Case Research Association, New Orleans, November, 1985. (With J.W. Carland).

The Case of the Reluctant Client. Presented to the North American Case Research Association, New Orleans, November, 1985. (With J.W. Carland).

The Continuing Case of the Reluctant Client. Presented to the North American Case Research Association, New Orleans, November, 1985. (With J.W. Carland).

Big GAAPs and Little GAAPs: Accounting for Small Business. Presented to the International Council for Small Business, Ontario, Canada, June, 1989. (With J.W. Carland & J. Dye).

Cognitive Distinctions Between Entrepreneurs, Small Business Owners and Managers. Presented to the International Council of Small Business, Ontario, Canada, June, 1989. (With J.W. Carland).

Who is an Entrepreneur? An Empirical Investigation. Presented to the International Council of Small Business, Ontario, Canada, June, 1989. (With J.W. Carland).

Toward an Understanding of the Environmental Impact of German Reunification. Presented to the Association for Global Business, Orlando, FL, November, 1990. (With J.W. Carland & M.D. Ensley).

Federally Mandated Programs: A Catch 22 for Small Business. Presented to the Southwestern Small Business Institute Association, Houston, TX, March, 1991. (With J.W. Carland & J.L. Dye).

Ethics in Research: The Enigma of Co-Authorship. Presented to the Southwestern Decision Sciences Institute, San Antonio, TX, March, 1992. (With J.W. Carland & R.L. Lorentz).

Stockbrokers may be Hazardous to your Wealth. Presented to the Association of Management, Las Vegas, NV, August, 1992. (With J.W. Carland, C.D. Aby & J.L. Dye).

A Program to Treasure: Expert Systems in Public Cash Management. Presented to the Association of Management, Las Vegas, NV, August, 1992. (With J.W. Carland, D. Crockett, C.D. Aby & J.L. Dye).

JoAnn C. Carland, Curriculum Vita

29

Planning and Small Business: A Dissonant Conjunction. Presented to the Association of Management, Las Vegas, NV, August, 1992. (With J.W. Carland & J.L. Dye).

Portraits of Potential Entrepreneurs: An Empirical Investigation. Presented to the Southwest Small Business Institute Association, New Orleans, March, 1993. (With J.W. Carland & R.C. Higgs).

Entrepreneurship as an Economic Change Agent: Savior or Destroyer? Presented at the International Council for Small Business, June 1993, Las Vegas, NV. (With J.W. Carland).

The Dark Side of Total Quality Management: An Opportunity for Small Business. Presented at the United States Association for Small Business and Entrepreneurship, October, 1993, Baltimore, MD. (With J.W. Carland).

Innovation: The Hallmark of Entrepreneurship Education. Presented to the Entrepreneurship Education Conference, San Antonio, February, 1994. (With J.W. Carland).

Challenges in the Development and Application of Small Business Cases. Presented at the Small Business Institute Director's Association, San Antonio, February, 1994. (With J.W. Carland & C. Anyansi-Arcibong).

SBA Cases and Student Consultants: Getting Faculty, Student and Business Owner Expectations, Actions and Outcomes in Synchronization. Presented at the Entrepreneurship Education Conference, San Antonio, February, 1994. (With J.W. Carland & W.L. Boyd).

Innovation and Cognition: Requisites to Management Success. Presented at the Academy of Business Administration, Las Vegas, February, 1994. (With J.W. Carland & J.L. Dye).

Research and Development in Small Business: An Investment in the Future. Presented to the Southwest Small Business Institute Association, Dallas, March, 1994. (With J.W. Carland and W.L. Boyd).

Entrepreneurship as a Vehicle for Self Actualization. Presented to the Babson College Entrepreneurship Conference, Houston, TX, June 1994. (With J.W. Carland & Frank Hoy).

An Examination of the Differences Between Entrepreneurial Drives of International and American Small Business Owners and Managers. Presented to the Association of Global Business, Las Vegas, NV, November, 1994. (With J.W. Carland & J.W. Carland, III).

Policy and Strategic Planning Ramifications of the 1993 Deficit Reduction Legislation on Small Business. Presented to the Decision Sciences Institute, Honolulu, HI, November, 1994. (With J.W. Carland & J.L. Dye).

An Accountability Explosion: The Costs of Corporate Management Revealed. Presented to the Decision Sciences Institute, Honolulu, HI, November, 1994. (With J.W. Carland, J.L. Dye, & J. Jones).

Expert Systems in Local Governments: A Program to Treasure. Presented to the International Academy of Business Administration, Cancun, Mexico, December, 1994. (With J.W. Carland, J.L. Dye, D. Crockett, & C.D. Aby).

Risk Taking Propensity among Entrepreneurs, Small Business Owners and Managers. Presented to the Southwestern Small Business Institute Directors' Association, Houston, TX, February, 1995. (With J.W. Carland, J.W. Carland, III & J. Pearce).

Case Development Workshop. Presented to the Academy of Business Administration, Reno, February, 1995. (With J.W. Carland).

Cognitive Dimensions of Temperament and Risk Taking Propensity Among Entrepreneurs, Small Business Owners and Managers. Presented to the Association of Private Enterprise, Las Vegas, April, 1996. (With J.W. Carland).

Entrepreneurship: The Wealth of Nations. Presented to the Research on Innovative Strategies and Entrepreneurship Conference, Jyväskylä, Finland, June, 1996. (With J.W. Carland).

Innovative Education in an Integrated Business Core Curriculum: An Experiential Learning Paradigm. Presented to the Decision Sciences Institute, Orlando, FL, November, 1996. (With J.W. Carland & R. Higgs).

Small Business Valuation: An Important Tool for Practitioners. Presented to the Small Business Directors' Institute Association. Region IV, Orlando, February, 1997. (With J.W. Carland).

Entrepreneurship: An American Dream. Presented to the Association for Small Business and Entrepreneurship, New Orleans, March, 1997. (With J.W. Carland).

Publishing Alternatives in Entrepreneurship. Presented to the United States Small Business and Entrepreneurship conference, Clearwater, January, 1998. (With J.W. Carland).

Adventure in Learning. Presented to the United States Small Business and Entrepreneurship conference, Clearwater, January, 1998. (With J.W. Carland).

The Search for the Lead Entrepreneur: Identification Through the Measurement of Entrepreneurial Drive and Skills. Presented to the Babson College Entrepreneurship Conference, Gent, Belgium, May, 1998. (With J.W. Carland & M.D. Ensley).

An Integrated Approach to the Business Core Using an Experiential Learning Paradigm. Presented to the Southern Management Association, New Orleans, November, 1998. (With J.W. Carland).

New Venture Performance Model. Presented to the USASBE/SBIDA Conference, Orlando, February, 2001. (With J. W. Carland).

INVITED PRESENTATIONS

The Young Gifted Child. Presentation to the Challenge Program, University of Georgia, Athens, GA, August, 1979.

Microcomputers and their Applications. Presentation at the Georgia Association of Rehabilitation Facilities, Macon, GA, July, 1980. (With J.W. Carland).

Microcomputers at Work and Play. Presentation at the Georgia Professional Secretaries Institute, Athens, GA, February, 1982. (With J.W. Carland).

Microcomputers at Work and Play. Presentation at the Georgia Professional Secretaries Institute, Athens, GA, March, 1982. (With J.W. Carland).

Microcomputers and the Small Businessman. Presentation at the Western Carolina University Business Week, Cullowhee, NC, April, 1983. (With J.W. Carland).

The Use of Microcomputers in Accounting. Presentation at the North Carolina Accounting Education Colloquium, Cullowhee, NC, April, 1983. (With J.W. Carland).

Are Journals Obsolete? Presentation at the Trends in Education of Accountants Seminar, Blacksburg, VA, November, 1983. (With J.W. Carland & J.T. Overbey).

The Impact of Microcomputers on Higher Education. Presentation at Gaston College, Dallas, NC, September, 1985. (With J.W. Carland).

Computers in Accounting Applications. Presentation at the North Carolina Association of Educators of Data Systems, Raleigh, NC, April, 1986. (With J.W. Carland).

Teaching, Learning and Cognitive Development. Presentation to the Teaching Effectiveness Seminar, Cullowhee, NC, May, 1987.

The Impact of Microcomputers on the Effectiveness of Education in Accounting: Caveats and Rewards. Presentation at the North Carolina Association of Accounting Professionals, Greensboro, NC, September, 1987. (With J.W. Carland).

The Myers-Briggs Type Indicator and Cognitive Styles. Presentation to the Teaching Effectiveness Seminar, Cullowhee, NC, February, 1988.

Research Seminar. Presentation to the Faculty of the School of Business, University of Tennessee at Martin, Martin, TN, September 4, 1991. (With J.W. Carland).

The Impact of Employee Malfeasance on Firm Performance. Presentation to Accounting Professionals for Continuing Professional Education, Western Carolina University, Cullowhee, NC, November, 1993.

Case Development Workshop. Presentation to the Southeastern Case Research Association, Myrtle Beach, SC, March, 1994. (With J.W. Carland).

The Impact of Cognitive Styles on Community College Personnel. Presented to the Community College Personnel at the ICUT Seminar for Outstanding Teachers, June, 1994.

The Impact of Cognitive Styles on an Accounting Practice. Presentation to Accounting Professionals for Continuing Professional Education, Western Carolina University, Cullowhee, NC, September, 1994. (With J.W. Carland).

The Value of Financial Statement Analysis in Recognizing Trends. Presentation to Accounting Professionals for Continuing Professional Education, Western Carolina University, Cullowhee, NC, September, 1994. (With J.W. Carland).

The Office of the Future. Presented to North Carolina Association of Employees and Office Personnel, Western Carolina University, Cullowhee, NC, July, 1995.

Financial Analysis. Presentation to Accounting Professionals for Continuing Professional Education, Western Carolina University, Cullowhee, NC, October, 1995. (With J.W. Carland).

Database Management. Presentation to Health Information Systems Professionals, Western Carolina University, Cullowhee, NC, November 16, 1995.

Case Development Workshop. Presentation to the International Academy for Case Studies, Nassau, The Bahamas, October, 1995. (With J.W. Carland).

Innovation. Presentation to graduating students, Western Carolina University, Cullowhee, NC, January 31, 1996; February 1, 1996; February 6, 1996

Proposed Curriculum for the Business Core. Presentation to Alpha Kappa Psi, Western Carolina University, Cullowhee, NC, March 25, 1996

JoAnn C. Carland, Curriculum Vita

33

Accountants as Experts. Presentation to the North Carolina Academy of Trial Lawyers, Wilmington, NC, August 3, 1996. (With J.W. Carland).

Journal Publication and Proceedings. Presentation to the Allied Academies, Maui, October, 1996. (With J.W. Carland).

Litigation Support Services. Presentation to Accounting Professionals for Continuing Professional Education, Western Carolina University, Cullowhee, NC, November 2, 1996. (With J.W. Carland).

Publication Opportunities for Small Business. Presentation to the Small Business Directors' Institute Association, Region IV, Orlando, February, 1997. (With J.W. Carland).

Journal Publication Opportunities. Presentation to the Allied Academies, Las Vegas, April, 1997. (With J.W. Carland).

The American Dream. Presentation to the Charlotte Business Expo, Charlotte, NC, September, 1997. (With J.W. Carland).

Small Business Education. Presentation to the Economic Development Task Force, Cherokee, NC, October, 1997. (With J.W. Carland).

Fraud Investigations: Profession of the Future. Presentation to the Franklin Civitan Club, Franklin, NC, October, 1997. (With J.W. Carland).

Fraud Investigations: Profession of the Future. Presentation to the Accounting Professionals for Continuing Professional Education Seminar, Cullowhee, NC, November, 1997. (With J.W. Carland).

Fraud Prevention and Detection. Presentation to the Metrolinas Entrepreneurship Council, Charlotte, NC, March, 1998. (With J.W. Carland).

Fraud Investigations: Profession of the Future. Presentation to the Sylva Kiwanis Club, Sylva, NC, April, 1998. (With J.W. Carland).

Fraud Prevention and Detection. Presentation to the Piedmont Entrepreneurship Council, Greensboro, NC, May, 1998. (With J.W. Carland).

Fraud Investigations: Profession of the Future. Presentation to the Asheville Civitan Club, Asheville, NC, June, 1998. (With J.W. Carland).

How to Start a Small Business. Presentation to Phi Lambda Delta, Cullowhee, NC, February, 1999. (With J.W. Carland).

Fraud: Crime Without Punishment. Presentation to the Institute of Management Accountants, Cullowhee, NC, February, 1999. (With J.W. Carland).

Entrepreneurship: The American Dream and the Source of a Nation's Wealth. Presentation to the Young Entrepreneurs, Western Carolina University, Cullowhee, NC, February, 1999. (With J.W. Carland).

Case Development Opportunities. Presentation to the Allied Academies, Myrtle Beach, SC, April, 1999. (With J.W. Carland).

Journal Publishing Opportunities. Presentation to the Allied Academies, Las Vegas, NV, October, 1999. (With J.W. Carland).

Case Development Workshop. Presentation to the Allied Academies, Myrtle Beach, SC, April, 2000. (With J.W. Carland).

Journal Publication Workshop. Presentation to the Allied Academies, Myrtle Beach, SC, April, 2000. (With J.W. Carland).

Entrepreneurship workshop. Presentation to the Dutch, Cullowhee, NC, September, 2000. (With J. W. Carland)

Entrepreneurship workshop. Presentation to the Dutch, Cullowhee, NC, January, 2001. (With J. W. Carland).

Entrepreneurship: The Economic Engine. Presentation at the Entrepreneurship Summit, Cullowhee, NC, November 19, 2003. (With J. W. Carland)

RECOGNITION AND HONORS

- 1985 Recipient of Teaching Award from the Data Processing Management Association, Student Chapter, Western Carolina University
- 1987 Recipient of Teaching Award from the MBA Student Association, Western Carolina University
- 1987 Recipient of Teaching Award from the Data Processing Management Association, Student Chapter, Western Carolina University
- 1988 Finalist, Chancellor's Distinguished Teaching Award, Western Carolina University
- 1989 Finalist, Chancellor's Distinguished Teaching Award, Western Carolina University
- 1989 Beta Gamma Sigma, National Honor Society for Business
- 1990 Finalist, Chancellor's Distinguished Teaching Award, Western Carolina University
- 1991 Finalist in the Best Empirical Paper Competition for the United States Association for Small Business and Entrepreneurship Conference, San Diego, CA, 1991, for "Profiles of New Venturists and Corporate Managers: Is There a Difference?" (With J.W. Carland).
- 1993 Honorable Mention in the Best Paper Competition for the Southwestern Small Business Institute Association Conference, New Orleans, 1993, for "Portraits of Potential Entrepreneurs: An Empirical Investigation." (With J.W. Carland & R. Higgs).
- 1993 Finalist, University Creative Research Award, Western Carolina University
- 1994 Honorable Mention in the Best Paper Competition for the Southwestern Small Business Institute Association Conference, New Orleans, March, 1994, for "Research and Development in Small Business: An Investment in the Future." (With J.W. Carland & W.L. Boyd).
- 1995 First Runner Up in the Best Paper Competition for the Small Business Institute Directors' Association Conference, Nashville, February, 1995, for "Self-Actualization: The Zenith of Entrepreneurship." (With J.W. Carland & J.W. Carland, III).

- 1995 First Runner Up in the Best Paper Competition for the Southwestern Small Business Institute Association Conference, Houston, March, 1995, for "Risk Taking Propensity Among Entrepreneurs, Small Business Owners and Managers." (With J.W. Carland, J.W. Carland, III, & J. Pearce).
- 1995 Nominated for the Board of Governors' Award for Teaching Excellence, University of North Carolina System
- 1995 Winner Distinguished Paper Award in the Best Paper Competition for the Small Business Institute Directors' Association Conference, San Diego, February, 1995, for "Seeing What's Not There: The Enigma of Entrepreneurship." (With J.W. Carland & W.H. Stewart).
- 1996 Winner of the Richard D. Irwin, Inc. 1996 Distinguished Paper Award at the Southwestern Federation of Administrative Disciplines in the Southwestern Small Business Institute Association track, San Antonio, March, 1996, for "Empirically Defining the Entrepreneur." (With J.W. Carland & W.H. Stewart).
- 1996 Winner of the Homer P. Saunders Outstanding Paper Award at the Association for Small Business and Entrepreneurship Conference, San Antonio, TX, March, 1996, for "Empirically Defining the Entrepreneur." (With W.H. Stewart & J.W. Carland).
- 1996 Key Note speaker (with J.W. Carland) for the RISE 96 conference (Research on Innovative Strategies and Entrepreneurship) at the University of Jyväskylä, Finland, June 12-13, 1996.
- 1996 Winner of the University Scholar Award, Western Carolina University
- 1997 Winner Distinguished Empirical Paper Award in the Best Paper Competition for the Small Business Institute Directors' Association Conference, Orlando, February, 1997, for "A Model of Potential Entrepreneurship: Profiles and Educational Implications." (With J.W. Carland).
- 1997 Winner Conference Theme Paper Award at the Association for Small Business and Entrepreneurship Conference, New Orleans, March, 1997, for "Entrepreneurship: An American Dream." (With J.W. Carland).
- 1998 Winner of the Irwin/McGraw Hill Distinguished Paper Award at the Southwestern Federation of Administrative Disciplines in the Association for Small Business and Entrepreneurship track, Dallas, TX, March, 1998, for "The Effect of Entrepreneurial Team Skill Heterogeneity and Functional Diversity on New Venture Performance." (With J.W. Carland & M.D. Ensley).

- 1998 Winner of the Homer P. Saunders Outstanding Paper Award at the Association for Small Business and Entrepreneurship Conference, Dallas, TX, March, 1998, for “The Effect of Entrepreneurial Team Skill Heterogeneity and Functional Diversity on New Venture Performance.” (With J.W. Carland & M.D. Ensley).
- 1998 Winner of the Association for Small Business and Entrepreneurship Research Award at the Association for Small Business and Entrepreneurship Conference, Dallas, TX, March, 1998, for “Is Risk Taking Propensity an Attribute of Entrepreneurship?” (With J.W. Carland & W.H. Stewart).
- 1998 Featured in *Entrepreneurship: History of Management Thought*, edited by S. Birley, Imperial College of Science, Technology and Medicine, published by Dartmouth Publishing Company, Ltd., Aldershot, United Kingdom. The volume features a compilation of the 31 most important articles in the development of the entrepreneurship literature, as identified by the Editor and Publishers.
- 1998 Winner of the College of Business Award for Creative Teaching, Western Carolina University, Cullowhee, NC, for work in the experimental, integrated business core. (With J.W. Carland).
- 2000 Featured in *Small Business: Critical Perspectives*, edited by D. Storey, University of Warwick, United Kingdom, published by Routledge, London, United Kingdom, as part of the *Routledge Major Works* series.
- 2000 Featured in *Advances in Entrepreneurship*, edited by P. Westhead, University of Stirling, United Kingdom and M. Wright, University of Nottingham, United Kingdom, a compilation of important articles in entrepreneurship published by Edward Elgar Publishing Limited, Cheltenham, United Kingdom.
- 2000 Winner of the Irwin/McGraw Hill Distinguished Paper Award at the Southwestern Federation of Administrative Disciplines in the Association for Small Business and Entrepreneurship track, San Antonio, TX, March, 2000, for “The Indefatigable Entrepreneur: A Study of the Dispositions of Multiple Venture Founders.” (With J.W. Carland & W.H. Stewart).
- 2001 Winner of the McGraw Hill/Irwin Distinguished Paper Award at the Southwestern Federation of Administrative Disciplines in the Association for Small Business and Entrepreneurship track, New Orleans, LA, February, 2001, for “New Venture Creation Model” (With J.W. Carland).
- 2002 Nominated for the McCracken Outstanding Teacher in the Graduate Program, April.

- 2003 Winner Distinguished Empirical Paper Award in the Best Paper Competition for the Small Business Institute Conference, New Orleans, February, 2003, for "An Investigation of the Planning-Performance Conundrum in a Dynamic Macroentrepreneurial Environment." (With J.A. Carland).
- 2003 Winner of the Association for Small Business and Entrepreneurship Research Award at the Association for Small Business and Entrepreneurship Conference, Houston, TX, March, 2003, for "A Model of Entrepreneurial Planning and Its Effect on Performance?" (With J.A. Carland).
- 2003 Winner of the McGraw Hill/Irwin Distinguished Paper Award at the Federation of Business Disciplines in the Association for Small Business and Entrepreneurship track, Houston, TX, March, 2003, for "A Model of Entrepreneurial Planning and Its Effect on Performance?" (With J.A. Carland).
- 2003 Featured in *Entrepreneurship: Critical Perspectives on Business and Management*, edited by N. Kreuger, published by Routledge Publishing Company, London, United Kingdom. This 4 volume set features a compilation of the 99 most influential articles in the entrepreneurship literature, as identified by 200 leading researchers in the field. Two of our works were selected for this series.
- 1983-present Requests for reprints and copies of articles co-authored with J.W. Carland. Request for copies are an indication of the level of acceptance of a scholar's work. Due to time limitations, we ceased tracking these requests in 1994. Prior to that date, we received more than 100 requests from scholars in 31 states and 15 nations.
- 1985-present Citations and references of articles co-authored with J.W. Carland. Citations of one's publications are an indication of the contribution which one's research has made to the discipline as measured by other scholars. The *Social Science Abstracts* capture such information for social scientists. Unfortunately, only about 10% of business and entrepreneurship publications are indexed in the *Abstracts*. That means that **most** citations of our work are **not** captured. We do know, from our professional reading, that our publications have been cited more than 200 times, including citations by many of the leading researchers in the field of entrepreneurship. In a recent article by Ratnatunga and Romano, "A Citation Classics Analysis of Articles in Contemporary Small Enterprise Research," which appeared in the *Journal of Business Venturing*, 12, 1997, we were noted as the most frequently cited authors in leading entrepreneurship journals during the period 1975 through 1992.

FRANK S. LOCKWOOD, Ph.D.

CURRICULUM VITA

EDUCATION

Doctor of Philosophy, Business Administration
Department of Strategic Management
College of Business Administration
University of South Carolina
Columbia, South Carolina
Graduation: August 1998

Masters of Business Administration (Finance)
Emory University
Atlanta, Georgia
Graduation: June 1969

Bachelor of Science
Ripon College
Ripon, Wisconsin
Graduation: June 1965

ACADEMIC EXPERIENCE

PUBLICATIONS

Beekman, A.V. & Lockwood, F.S. (1994). Strategic control: AirMax, Inc. In J.A. Pearce II and R.B. Robinson, Jr.[Eds.] Strategic Management: Formulation, Implementation, and Control, 827 - 850. Homewood, IL: Irwin.

Lockwood, F.S., Klaas, Brian S., Logan, John E., and Sandberg, William R. (2000). Drug-Tresting Programs and Their Impact on Workplace Accidents: A Time-Series Analysis. Journal of Individual Employment Rights (8)4: 295-306.

PAPERS PRESENTED

Lockwood, F.S & Logan, J.E. (1997). The effect of drug-free workplace programs on employee behavior. Paper presented at the International Association of Business and Society Conference, Destin, Florida.

Lockwood, F.S., Klaas, B.S., Logan, J.E., & Sandberg, W.R. (1999). Drug Testing Programs and Their Impact on Workplace Accidents: A Time-Series Analysis. Paper presented at the annual meeting of the Academy of Management, Chicago.

HONORS

Beta Gamma Sigma Honorary Fraternity

RESEARCH INTERESTS

- Entrepreneurship and small business strategy formulation and implementation
- International business issues including business environment analysis and marketing
- Business policy, stakeholder strategies, and ethics issues
- Organizational change and performance measurement

COURSES TAUGHT

Florida State University, College of Business
Tallahassee, Florida
January 2000 – May 2000

- Entrepreneurial Finance, MBA Program

Berry College, Campbell School of Business
Mount Berry, Georgia
August 1997 - May 1998

- Principles of Management
- Compensation & Performance Evaluation
- Entrepreneurial Enterprise (MBA)
- Academic advisor to Internship Program

Tallahassee Community College
Tallahassee, Florida
May 1995 - April 1996; January 1999 - May 1999

- Introduction to Business
- Advertising
- Salesmanship (directed independent study)

University of South Carolina
Columbia, South Carolina
September 1991 - December 1994

- Strategic Management (capstone course for graduating business majors)
- Principles of Management (required course for junior-year business majors)
- Business Policy

GRANTS

WeTrain Technologies, LLC
Florida Cable Training Consortium, Inc.
Tallahassee, Florida

Skills Upgrade Training Challenge for 2002-2003
Work Force Florida, Inc. / Agency for Workforce Innovation
Training 350 Information Technology incumbent workers
\$542,000 for 8 months

Targeted Industry Sector Training Challenge for 2001-2002
Work Force Florida, Inc. / Agency for Workforce Innovation
Training 230 incumbent workers / Developing Voice and Data Curriculum
\$500,000 for 6 months

Tallahassee Community College
Tallahassee, Florida

Quick Response Training Grant (2000)
Enterprise Florida, Inc.
Training and curriculum development for Information Technology
\$250,000 for 18 months

Qualified Targeted Industry Tax Refund Grant (1999)

Enterprise Florida, Inc.

OneWebPlace.net for employing Florida residents

\$1,600,000 over four years beginning 2001

Project Manager for NASA Technology Incubator Grant (1999)

Technological Research and Development Board

\$300,000 awarded for development of a technology business incubator

Small Business Development and Ownership Program (primary grant writer)

Florida Division of Community Colleges

\$200,000 Capital Incentive Grant (1998)

MILITARY

1st Lieutenant, United States Army Reserve

101st Military Intelligence Detachment (Airborne)

101st Airborne Division

Fort Campbell, Kentucky

Commanding Officer and Order of Battle Specialist

Honorable Discharge: September 1967

BUSINESS EXPERIENCE

CONSULTING

The Advanced Technology Business Development Center

Tallahassee Community College

444 Appleyard Drive

Tallahassee, Florida 32304

February 2000 to present - Executive Director

- Project Manager for the TRDA/NASA Incubator grant
- Developed business plans, financing plans, human resource plans, and marketing plans for incubator clients
- Presented opportunities to bring emerging growth companies to Tallahassee in conjunction with the local Chamber of Commerce

Frank S. Lockwood, Curriculum Vita

5

DuMond Conservancy for Primates and Tropical Forests
14805 S.W. 216th Street
Miami, Florida 33170

January 1995 to present

- Prepared operating budgets and cash management controls after Hurricane Andrew
- Developed of strategic plan for merger of Monkey Jungle with DuMond Conservancy
- Serves as member of the Board of Trustees for the DuMond Conservancy for Primates and Tropical Forests

Florida Attractions Association
200 West College Boulevard, Suite 216
Tallahassee, Florida 32301

July 1999 to present - Principal Investigator

- Developed first Economic Impact Study for the Attractions Industry in the State of Florida
- Developed survey instrument to obtain tax, revenue, and personnel data from members of the FAA and non-member attractions
- Conducted statistical analysis and prepared presentation

Florida Department of Children and Families
1317 Winewood Boulevard
Tallahassee, Florida

April 1998 to May 1998

- Served as outside financial consultant to evaluate proposal to privatize the South Florida State Hospital (\$750 million project)
- Developed and presented recommendation

Florida Department of Law Enforcement
2331 Phillips Road
Tallahassee, Florida 32302

May 1998 to September 1998

- Developed strategic planning framework to support performance-based budgeting
- Developed program to implement a data warehouse

Florida North Shore Technology Centers, Inc.
2031 East Paul Dirac Drive, Suite 117
Tallahassee, Florida 32310

October 1998 to February 2000 - Executive Director

- Project Manager for TCC Incubator - TRDA/NASA grant
- Developed business plans, financing plans, human resource plans, and marketing plans for TCC Incubator and FNSTC clients
- Managed incubator operations
- Coordinated relocation of companies to Tallahassee

Florida Parole Commission
Blair Stone Drive
Tallahassee, Florida 32304

August 1998 to November 1998

- Developed of strategic planning framework to support performance-based budgeting
- Reviewed agency staffing and programs

Florida Tourism Industry Marketing Corporation (Visit Florida)
661 East Jefferson Street
Tallahassee, Florida 32301

October to December 1996

- Prepared organizational and personnel analysis of transition of Division of Tourism to private-public partnership (FTIMC)
- Prepared analysis of laws and regulations under which FTIMC will operate
- Presented findings and made recommendations to incoming President
- Developed performance-based program budgeting measures for presentation to Governor
- Developed initial outreach collateral material to tourism industry

Reliance Aviation Industries, Inc.
24 Tremont Square
Claremont, Hew Hampshire 03743

July 2000 to September 2001

- Developed a business plan to establish regional jet maintenance business in the southeastern part of the United States
- Conducted financial due diligence regarding merger with Flight International operations in Myrtle Beach, South Carolina

SME-AERO, Inc
1345 Capital Circle, SW
Tallahassee, FL 32310

February 2000 to October 2002

- Developed a strategic plan with supporting financial data to conclude the operations of SME-AERO, Inc., a joint venture between the government of Malaysia and Aero Associates for the manufacture, assembly, and sale of the Aerotiga, a private training aircraft.
- Negotiated successfully with the General Manager of Khazanah Nasional Berhad (the Malaysia government's Department of Aviation) to conclude the operation of SME-AERO's in the United States

Tallahassee Community College
Technology and Professional Programs Division
444 Appleyard Street
Tallahassee, Florida 32304

July 1998 to May 1999

- Prepared report for Performance Based Incentive Funding which tracked division students and graduates
- Co-authored Capital Incentive Grants (horticulture, graphic design, and information technology). Grant funding of \$600,000 (\$200,000 each) was awarded in May 1999.
- Co-developed a performance appraisal system for Technology and Professional Programs division

April 1997 to July 1997

- Co-authored Region 5 WAGES Coalition Implementation Plan for delivery of welfare services
- Co-authored Region 5 Implementation Grant requesting \$350,000 for infrastructure to deliver welfare services
- Facilitated meetings with community-based welfare service delivery organizations in preparation for Region 5 WAGES Coalition Implementation Plan

February to May 1996

- Developed curriculum for AS and AA degrees in Attractions Management and Lodging
- Negotiated articulation agreement with Florida State University

TRAINING

WeTrain Technologies, LLC
Tallahassee, Florida 32317
Chief Financial Officer and Principal
November 2000 to present

- Established and managed the Company's administrative functions including personnel and payroll, insurance, accounting, tax preparation, contracts, and banking
- Developed and wrote the Company's business plan, including a comprehensive financial analysis, that successfully raised \$7 million in venture funding
- Wrote an Employee Policies and Procedures Handbook
- Created and submitted documentation to State of Florida for licensure as an independent Information Technology Training school

PUBLISHING

Compass Publishing Group, Inc.
Sarasota, Florida
Chairman of the Board, Publisher, and Principal
May, 1988 - March, 1991

- Acquired and consolidated five regional companies with annual sales of \$2.5 million
- Published five monthly magazines for recreational vehicle enthusiasts with average monthly circulation of 300,000 copies
- Negotiated and completed sale of Compass to Woodall's Publications in March, 1991
- Publisher - managed day-to-day operations
- Principal - majority stock holder and financier of project
- Chairman of the Board

INSURANCE

Patriot Health Companies
Barrington, Illinois
Phoenix, Arizona
Tampa, Florida
Chairman of the Board and Principal
June 1986 - July 1989

Frank S. Lockwood, Curriculum Vita

9

- Organized holding company which acquired three life and health insurance companies
- Organized Patriot Health Services, Inc., a third party administrator (Tampa, Florida)
- Wrote a health insurance plan which was actuarially rated and approved in 29 states
- Actively involved in underwriting, claims adjudication, policy issuance, and customer service
- Dealt with regulatory matters and negotiated with health care providers
- Developed sales organization and participated in organizing HMO and PPO panels

Sharp Concepts, Inc.

Barrington, Illinois

January 1983 - June 1986

Principal

- Participated in the development of new managed health-care concept, Paths of Illness, which integrated health-care intervention with employee health benefits
- Merged Sharp Concepts, Inc. into Patriot Health Companies

BANKING

First Citibancorporation of Texas

Houston, Texas

Consultant

August 1988 - February 1989

- Consulted with the investor group regarding the acquisition of the holding company and its 61 affiliated banks for the Controller of the Currency
- Provided due diligence regarding the valuation of the \$6.7 billion real estate portfolio, including (1) the real estate owned and used operationally by the holding company and affiliated banks and (2) all real estate collateralizing the bank's real estate loan portfolio
- Recommended disposition of real estate holdings
- Negotiated with tenants, owners, developers, joint venture partners, and borrowers

East Tennessee Bancorp

Knoxville, Tennessee

Director and Principal

June 1983 - January 1995

- Merged Southern Industrial Banking Corp, an uninsured thrift in bankruptcy, into Bank of Commerce, Morristown, Tennessee
- Negotiated first ever Regulation G merger with Federal Deposit Insurance Corporation and Controller of the Currency
- Developed and implemented Plan of Reorganization which was approved by the Federal Bankruptcy Court of Eastern Tennessee
- Coordinated merger and acquisition activities for merger of East Tennessee Bancorp into Bank of Morristown with Smith, Barney & Co., underwriters and investment bankers
- Negotiated non-performing loan work-outs with lenders

Pontiac State Bank

Pontiac, Michigan

Investor

January 1981 - March 1983

- Provided due diligence and analysis of bank assets and loan portfolio to investor group
- Acquired major ownership of bank through public tender offer
- Obtained regulatory approval from Controller of the Currency and State of Michigan
- Negotiated private purchase of stock from large shareholders
- Negotiated sale of shares acquired by investor group to Comerica

BROKERAGE

FSL Enterprises, Inc.

Chicago, Illinois

Owner and Financial Principal

October 1983 - January 1990

- Raised in excess of \$10 million equity for Corporetum Limited Partnerships
- Corporate general partner of Corporetum Towers Limited Partnership
- Member of National Association of Securities Dealers

Barrington Trading Company

Barrington, Illinois

President and Principal

January 1978 - October 1983

- Organized, capitalized, and managed firm as well as recruited sales force

Frank S. Lockwood, Curriculum Vita

11

- Advised and executed trades for large, sophisticated pension fund portfolio management companies such as Citibank, Chemical Bank, Alliance Capital, Harvard Endowment Fund, and several state and municipal pension funds
- Member of National Association of Securities Dealers
- Dealt with all major recognized United States Government bond dealers including largest New York banks and brokerage firms
- Developed first ever computerized bond market simulation
- Traded \$32 billion in par value during my last year with Barrington Trading Company

Chicago Board Options Exchange

Chicago, Illinois

Member

April 1979 - June 1989

- Owned memberships (seats)
- Registered floor trader

ICE Securities

Barrington, Illinois

General Partner

April 1979 - August 1984

- Member of National Association of Securities Dealers, Inc.
- Member of the Chicago Board Options Exchange
- Managed stock, stock options, bond, and bond futures trading position for the firm's partners
- Partnership trading positions were in excess of \$3 billion in value
- Oversaw operations of the partnership including 6 CBOE seats, cash management, and tax and regulatory issues

Loewi & Company

Milwaukee, Wisconsin

Vice President and Branch Manager

Member of Executive Committee

March 1974 - December 1977

- Loewi is a successful regional securities firm and a member of the New York Stock Exchange, American Stock Exchange and NASD
- Managed of firm's Bond Trading Department
- Bond department was responsible for 40 per cent of firm's profits
- Provided and oversaw fixed income securities products for entire firm

Smith Barney & Company
Chicago, Illinois
Registered Representative
June 1969 - February 1974

- Managed taxable bond sales for Chicago office
- Second leading salesperson in entire firm including all product areas
- Advisor to firm's corporate finance clients regarding sale of corporate bond issues
- Utility corporate bond trader on New York bond trading desk

REAL ESTATE

Corporetum Partnerships
Lisle, Illinois
General Partner
April 1983 -January 1993

- Corporetum Limited Partnership is a campus setting with eleven office buildings having over one million square feet of office rental space
- Project received all major real estate awards including Development of the Year for 1986
- Activities included raising equity capital, negotiating long-term financing, selecting architects, contractors as well as approval of building materials and plans
- Corporetum Office Towers Limited Partnership is adjacent to the Corporetum campus and is comprised of a Hyatt Hotel and footprints for a 9 story and a 20 story office tower
- Activities included raising equity capital and negotiating with the Pritzger organization to develop Hyatt hotel

Barrington Ice House
Barrington, Illinois
General Partner
January 1980 - June 1990

- Developed indoor shopping mall inside 100 year-old dairy/ice house building
- Acquired and moved town's old railroad station to site as location for a restaurant

MINING

Bonanza Mining Venture, Limited
Sierra Blanca, Texas
General Partner
June 1976 - July 1995

- Replaced original general partner as representative of limited partners
- Project administrator including personnel, accounting and taxes, and purchasing
- Negotiated sale of concentrates to ASARCO
- Worked as a hard-rock miner (tramming, mucking, drilling, timbering, and blasting)
- Prospected in west Texas and the Black Mountains in New Mexico

MANUFACTURING

Thermal Services, Inc.
Barrington, Illinois
President
July 1984 - June 1986

- Manufactured and installed hi-tech heat exchangers for ammonia refrigeration plants
- Conducted plant surveys to determine location and capacity requirements for installation of system
- Negotiated contracts with food processing plant owners/managers
- Managed all financial aspects of the company

ROBERT B. CARTON, Ph.D.

CURRICULUM VITA

EDUCATION

- 2004 Ph.D., University of Georgia
Strategic Management and Entrepreneurship
Awards: Comer Fellowship, Biscoe Scholarship, Terry Scholarship
- 1996 Master of Business Administration, University of Georgia
Emphasis in Corporate Finance and Entrepreneurship
Awards: Class honors, NationsBank Scholar, Dean's Teaching Assistantship
- 1980 Bachelor of Science, Duke University
Management Science and Accounting
Awards: Magna Cum Laude

PROFESSIONAL CERTIFICATION

- 1980 Certified Public Accountant

TEACHING EXPERIENCE

- 2001-4 Oglethorpe University
Assistant Professor of Business Administration
- 1999 Kennesaw State College
Adjunct Professor of Management
- 1997-0 University of Georgia
Ph.D. Student Teaching Assistant
- 2000-4 University of Georgia guest MBA program lecturer for "New Venture Finance"
- 1996-7 University of Georgia teaching assistant for "Introduction to Management and Organization Behavior," 300 student sections.
- 1982-3 Georgia State Small Business Development Center Seminars, Lecturer. "Cash management for small business"
- 1982 Georgia Institute of Technology, Industry Consultant. "Starting a high technology venture"

INDUSTRY EXPERIENCE

2/95 to present	RBC Consulting Owner and Chief Executive
11/93 to 2/95	Credit Depot Corporation (NASDAQ "LEND") Chief Financial Officer
12/92 to 11/93	SofNet, Inc. Chief Financial Officer
8/91 to 12/92	SBP Technologies, Inc. Chief Financial Officer
8/89 to 8/91	Law Companies Group, Inc. Assistant Controller
3/85 to 8/89	Westinghouse Remediation Services, Inc. Controller
6/83 to 3/85	Microbilt Corporation Chief Financial Officer
8/80 to 6/83	Deloitte and Touche, LLP Certified Public Accountant

SIGNIFICANT FUNCTIONAL EXPERIENCE**Entrepreneurship**

Member of top management team of three early stage, high growth ventures
Founded and managed an intrapreneurial captive travel services company that had first year revenues of \$4,500,000
Chief financial officer of two venture capital-backed companies
Chief operating officer of an early stage computer software company
Prepared and presented business plans to obtain financing for five companies
Acted as an outside advisor for numerous startup firms, one of which was recognized as an Inc. 500 company and all of which are still in business

Corporate Finance

Prepared offering prospectuses, SEC and Blue Sky Filings, and represented companies in "road shows" for the private placement of \$5,550,000 Senior Subordinated Convertible Debt for a public company, \$2,100,000 and \$2,000,000 of venture capital for two companies, and \$4,000,000 and \$8,000,000 of common stock for a private company
Negotiated, executed, and managed a \$300,000,000 forward sale agreement for sub-prime mortgage backed securities

Negotiated and managed lines of credit for up to \$12,000,000, asset backed loans of up to \$3,200,000 per loan, a \$250,000 state economic development loan, and non-conventional financings of up to \$400,000 per agreement

Responsible for all cash management, surplus funds investment, and daily cash planning

Evaluated, conducted due diligence, and made price recommendations for mergers and acquisitions

Participated in the negotiations for the sale of three of the companies for which I worked

Administrative Management

Successfully negotiated biotech cooperative research and development agreements with the U.S. Environmental Protection Agency

Negotiated and administered public and private hazardous waste cleanup services contracts in excess of \$100,000,000

Established and managed purchasing functions at five companies ranging from \$1,000,000 to \$120,000,000 annually, achieving substantial annual savings

Managed human resources function at three companies employing from 18 to 360 employees including health care and retirement plans, EEO reporting, NLRB cases, periodic performance reviews and tracking, MBO plans, stock options, and restricted stock

Established and managed risk management programs at five companies covering all perils

Established and managed a safety program at an 1,800-person firm that resulted in over 20% reduction in workman's compensation claims

Accounting and Information Systems

Practiced as a Certified Public Accountant with a worldwide accounting firm serving entrepreneurial and high growth clients

Provided accounting and financial management consulting for numerous companies

Managed financial, managerial, cost, and project accounting and reporting at six companies from startup to \$135,000,000 in annual revenues

Designed, directed customization and implementation, and managed management information systems at six companies ranging from one to thirty locations

Managed the design and implementation of one of the first software defined networks for communication installed by AT&T in the Southeast

Prepared annual budgets and reported monthly performance status

Designed, implemented, and maintained internal control systems

Participated in the detail design of software systems for sale as company products

RESEARCH

Articles accepted for publication in refereed journals

Carton, R., Hofer, C., & Meeks, M. 2000. "The entrepreneur and entrepreneurship: Operational definitions of their role in society," *Wirtschafts Politische Blatter*, 21 (1): 46-53.

Chapters and cases accepted for publication

Carton, R. and Meeks, M. 1999. "Greenway Environmental Technologies Case," In A. Carroll & A. Buchholtz, *Business & Society : Ethics and Stakeholder Management*.

Articles or abstracts accepted for publication in conference proceedings

Amason, A. and Carton, R. 2000. "Newness, novelty, and the need for fit between the new venture and the top management team." 2000 Babson College - Kauffman Foundation Entrepreneurship Research Conference

Hofer, C., Meeks, M. & Carton, R., 1999. "The contributions of new ventures to societal wealth creation," 1999 Babson College - Kauffman Foundation Entrepreneurship Research Conference

Carton, R., Hofer, C., & Meeks, M. 1998. "The entrepreneur and entrepreneurship: Operational definitions of their role in society, "Proceedings of the 43rd International Council for Small Business World Conference.

Carton, R. and Meeks, M. 1998. "Greenway Environmental Technologies Case," *Entrepreneurship and Small Business Management Cases*, 1998 Academy of Management Entrepreneurship Division

Meeks, M. and Carton, R., 1998. "Zen-Do Executive Retreats, Inc.: A case study," *Entrepreneurship and Small Business Management Cases*, 1998 Academy of Management Entrepreneurship Division

Presentations in academic settings

Carton, R. 2004. *Measuring Organizational Performance: An Exploratory Study*. Unpublished Doctoral Dissertation, The University of Georgia, Athens, GA.

Amason, A. and Carton, R. 2000. "Newness, novelty, and the need for fit between the new venture and the top management team." 2000 Babson College - Kauffman Foundation Entrepreneurship Research Conference

Carton, R. and Hofer, C., 1999. "Opportunities for using the Padgett Small Business Services Foundation Database," 13th Annual National Conference of the United States Association for Small Business and Entrepreneurship.

Hofer, C., Meeks, M. & Carton, R., 1999. "The contributions of new ventures to societal wealth creation," 1999 Babson College - Kauffman Foundation Entrepreneurship Research Conference

Meeks, M., Carton, R., Hofer, C., Kunkel, S., & Robinson, K., 1999. "Research using IPOs," Symposia at the 13th Annual National Conference of the United States Association for Small Business and Entrepreneurship. (Best Symposium Award)

Meeks, M., Carton, R., Hofer, C., Bacon, C., & Robinson, K., 1999. "The use of publicly available secondary data in entrepreneurship and strategic management research." Symposium at the 1999 Annual Southern Management Association Meeting.

Carton, R., Hofer, C., & Meeks, M. 1998. "The entrepreneur and entrepreneurship: Operational definitions of their role in society," 43rd International Council for Small Business World Conference.

SERVICE AND OTHER ACTIVITIES

Hemophilia of Georgia, Inc. - Currently Chairman of the Board of Directors, 15 years as a Board Member

President of the Longview Ridge Water and Road Associations and Chairman of the Longview Ridge Architectural Control Committee 1998 to present

The Georgia Chapter of the National Hemophilia Foundation --Treasurer and Board member
Major League Baseball Players Alumni Association "Legends of Baseball" - Two-time Chairman of this fund raising event in conjunction with The Georgia Chapter of the National Hemophilia Foundation

Camp Wannaklot -- Counselor and planning committee member at a camp for children with bleeding disorders and HIV

The White House Conference on Small Business. Delegate to the Government-Business Forum on Small Business Capital Formation

Judge for the 1999 - 2004 Georgia Bowl MBA Business Plan Competitions

Judge and host for the 2002 Georgia Cup Business Plan Competition

Judge for the 2001, 2003, and 2004 University of Georgia Business Plan Midterm Reviews
Reviewer for the Entrepreneurship Theory and Practice special issue on cognition published February 2002.

Annually Review Submissions for the National Conference of the United States Association for Small Business and Entrepreneurship

Reviewer for the 1999 Annual Southern Management Association Conference Business Policy Division

Discussant for the 1999 Annual Southern Management Association Conference Business Policy Division

Academy of Management Entrepreneurship Division Doctoral Consortium, 1998

Babson College/Kauffman Foundation Entrepreneurship Research Conference Doctoral Consortium, 1999

Business Plan Competitions

1996 International Challenge of Moot Corp. - Third Place

1996 NASDAQ North American Invitational Competition - Third Place

1996 Bank of America Invitational Competition - First Place

1995 Georgia Bowl Competition - First Place

PRESENTATION SLIDES

WESTERN CAROLINA UNIVERSITY

COLLEGE OF BUSINESS



Master of Entrepreneurship

Application for the USASBE National Model MBA Entrepreneurship Award for 2005

JoAnn and Jim Carland

On behalf of WCU, we would like to express our appreciation to USASBE for selecting our program as a finalist for this prestigious award.

We are humbled to be in the company of our fellow finalists, and previous winners like:

**Arthur Blank Center,
University of Louisville,
University of Texas,
San Diego State,
Ball State University, and
Harvard.**

In the next 15 minutes, we will try to tell you about Western Carolina University's

Master of Entrepreneurship

Description of the Award Entry

WCU: a member of the University of North Carolina System, and AACSB accredited

An MBA and MACC Entrepreneurship Certificate program started in Fall of 2001

That program requires 5 entrepreneurship courses, 15 hours, in addition to the respective core

The first cohort in the Master of Entrepreneurship program started in Fall, 2003, with 44 students, of which 42 remain and will graduate next semester.

The second cohort in the ME, an online cohort, started in Fall, 2004, with 41 students.

We wanted to offer an educational experience tailored to enterprise creation, growth, and harvesting, a true entrepreneurship focus as contrasted with a small business management orientation.

Change comes slowly in a state supported institution, and we needed to demonstrate the potential of graduate entrepreneurship education

In the North Carolina system, a university must be granted permission to establish a new degree and the first step in that process is a request to study the feasibility.

A minimum of one year later, a university can present its findings, and request permission to establish the degree.

In Fall, 2002, we presented the results of our feasibility study, bolstered by the success of our Certificate in Entrepreneurship and undergraduate programs.

We were granted permission to establish the Master of Entrepreneurship in Fall, 2003.

The ME is a 30 semester hour, deep dive into entrepreneurship principles and practices.

The program consists of 10 required courses, all of which have entrepreneurship prefixes, and all of which are controlled by the entrepreneurship faculty.

Our very first cohort attracted 44 new students, more than any graduate program in Western's history, and the addition of our second cohort makes us the third largest graduate program on campus.

At this date the applications for next Fall greatly surpass the applications at this date for the previous two cohorts.

In the first cohort, the average age is 39, 13 of them already held advanced degrees, 13 of them already owned an operated business ventures.

We have attracted people who really want to learn about entrepreneurship, not simply people who desire a graduate degree.

The mission of the program is to create both *entrepreneurial vision* and *entrepreneurial will*. We want to create successful entrepreneurs and to impact economic development in our region and in the nation.

Our target market is working, place-bound adults, so we established a unique delivery system.

We employ 8 week minimesters so that our students have a single course with which to contend at a time and they can complete the program in 5 semesters.

We supplement class material with weekly reflection papers.

Each student posts a reflection on one or more subjects discussed during class; reads the reflections of the other students, and posts a second reflection paper in response.

The assignment requires two papers weekly, but, we have found that the overwhelming majority of the class, as many as 80%, actually post a reflection piece *each day*.

Entry Uniqueness

We conducted an exhaustive search of graduate business education.

We examined compilations of programs, conducted Google searches, and examined the web sites of universities.

Our research found only six Master of Entrepreneurship programs, none in the U.S., consequently we believe ours to be the first.

Even though it purports to be a more general MBA, we believe that the Babson master's is also a master of entrepreneurship program.

It employs entrepreneurship faculty throughout its offerings.

We could not identify whether any other MBA Entrepreneurship programs might follow the Babson model, but it is clear that the Master of Entrepreneurship is rare.

Course content in ME programs and in MBA Entrepreneurship programs varies greatly and ours differs from all of them.

In the design of our program we did a great deal of research on graduate study in entrepreneurship and we solicited input from entrepreneurs and entrepreneurial leaders.

With our mission firmly in hand, we determined that our first objective was to understand the entrepreneurship process.

We tackled that issue first.

Entry Innovativeness

What should you teach in a graduate entrepreneurship program?

Our research led us to conclude that the three most important ingredients in the successful entrepreneurial mindset is divergency, understanding failure as a learning device, and self-confidence.

Creativity and innovation are dependent upon, and feed from, divergency, so we wanted to inculcate this process in every course.

Understanding is vital because failure in the real world leads directly to learning, and toleration for failure feeds the development of self-confidence.

We determined to design course delivery and evaluation techniques which make failure in the classroom, the stepping stone to mastery which it is in the real world.

Exams and projects, which are highly rigorous, are mastery based, teaching devices, not evaluative devices.

Self-confidence is the more easily understood of the issues, and the more easily attacked in developing a curriculum.

As educators we know that knowledge drives self-confidence. Consequently, if we develop a curriculum in which the practical aspects of entrepreneurship prevail, we will enable self confidence.

To that end, we envisioned the process of entrepreneurship as described in Table 1.

Table 1: The Process of Entrepreneurship

The Creation Process	
Creativity, Innovation and Divergency Opportunity Recognition Opportunity Creation Establishing a Vision for a Venture Refining the Vision The Entrepreneurial Team Management Analysis Market Analysis Market Creation Competitive Analysis Bases of Competition and Competitive Paradigms Internal & External Infrastructure Creating Internal & External Infrastructure Feasibility Analysis Start Up Financing Requirements Sources of Start Up Financing Establishing the Venture	Market Penetration Strategies Marketing and Promotional Tools Developing Intellectual Capital Organizing the Venture Organizational Structure Legal and Regulatory Issues Risk Management and Insurance Taxation Issues Establishing Compensation Programs Reward, Fringe Benefits and Deferred Compensation Motivation and Behavior Not for Profit Corporations Professional Organizations Debt, Equity and Customer Centered Financing Sales and Cash Flow Forecasting Business Plan Development

Table 1 (continued)
The Process of Entrepreneurship

The Growth Process	
Creativity, Innovation and Divergency Teaching, Evolving and Changing the Vision Organizational Structure Compensation Plans Team Dynamics Self-Managed Teams Competitive Advantage Cost, Differentiation and Niche Market Segments Bases of Competition Changing Competitive Paradigms Protecting Intellectual Capital Legal & Regulatory Environment On-Going Risk Management Human and Physical Resource Management Fiscal Resource Management	Franchising International Opportunities International Competition E-Commerce Financial Requirements for Growth Strategies for Expansion Mezzanine Financing Debt and Equity Capital Taxation Issues Performance Evaluation Organizational Culture Change Agency Budgeting Financial Analysis Performance Evaluation Managing for Growth Leadership and Followership Ethics and Fraud Prevention Strategic Planning Entrepreneurial Strategy

Table 1 (continued)	
The Process of Entrepreneurship	
The Harvesting Process	
Creativity, Innovation and Divergency Financial Analysis Strategic Planning Leadership Identifying and Grooming Successors Planning for Management Succession Letting Go and Moving On Changing the Culture Valuation and Appraisal Valuing Intellectual Property Mergers and Acquisitions Attracting Merger Partners Venture Capital The Legal and Regulatory Environment Taxation Issues Debt and Equity Management	Initial Placement Offerings Funding the Initial Placement Offering Due Diligence Planning and Structuring for Due Diligence Regulatory Oversight for Public Companies Managing in a Public Company Corporate Entrepreneurship Employee Stock Ownership Plans Buying Out Investors and Partners Estate Planning

We mapped these skill sets into courses as described in Table 2.

Table 2	
Curriculum for the Master of Entrepreneurship	
Fall Semester	
Entrepreneurial Planning	Entrepreneurial Creation
Entrepreneurial Profiles Marketing and Promotion Tools Industry and Competitive Assessment Legal and Regulatory Issues Intellectual Capital Inventory and Risk Management Human, Physical and Fiscal Resources Team Dynamics and Self Managed Teams	Feasibility Analysis Forms of Business and Taxation Issues Competitive Advantage and Competitive Weakness Internal and External Infrastructure Management Assessment and Evaluation Bases of Competition and Distinctive Competencies Recognizing and Creating Opportunities Market Penetration Strategies

Table 2 Curriculum for the Master of Entrepreneurship Spring Semester	
Entrepreneurial Growth	Entrepreneurial Finance
Growth Potential and Market Analysis Market and Infrastructure Creation E-Commerce Franchising Acquisition and Purchase International Opportunities and Operations Fraud Prevention Distinctive Competencies	Revenue, Expense and Cash Flow Forecasting Start up Capital Requirements Income and Cash Flow Statements and Balance Sheets Customer Financing Pro Forma Preparation and Development Sources of Debt and Equity Financing Federal, State and Local Loan & Assistance Programs Angel and Venture Capital Investment

Table 2	
Curriculum for the Master of Entrepreneurship	
Summer Semester	
Entrepreneurial Innovation	Venture Development
Paradigms Right and Left Brain Functioning Expanding Creative Potential Structuring for Innovation Problem Identification Creative Problem Solving Environmental Sensitivity Divergency in Life	Venture Planning Business Plans Preparing Market Assessments Preparing Competitive Assessments Preparing Management Assessment Start Up Funding Requirements Pro Forma Presentation Finalizing the Business Plan

Table 2 Curriculum for the Master of Entrepreneurship	
Fall Semester	
Intellectual Capital	Advanced Entrepreneurial Finance
Creating Intellectual Capital Patents and Provisional Patent Applications Trade Secrets Protecting Intellectual Capital Intellectual Capital in International Markets Legal and Regulatory Issues Ownership and Licensing Issues Valuing Intellectual Capital	Mezzanine Financing Financial Statements Analysis Sources and Types of Debt and Equity Funding Initial Placement Offerings and Due Diligence SEC Registration Requirements and Exemptions Mergers and Acquisitions Business Valuation and Appraisal Harvesting Strategies

Table 2	
Curriculum for the Master of Entrepreneurship	
Spring Semester	
Entrepreneurial Strategy	Entrepreneurial Leadership
Traditional and Entrepreneurial Strategy Environmental Scanning and Competitive Assessment Deliberate and Emergent Strategy Leadership and Strategy Vision Evolution Organizational Structure Team Dynamics and Self Managed Teams Corporate Entrepreneurship Compensation and Incentive Programs Planning for Succession	Leadership and Followership Organizational Culture Impact of Personality Change of Organizational Culture Personal and Organizational Communication Leadership Style and Participative Management Vision Change and Inculcation Personal and Organizational Ethics Building and Maintaining Respect Change Agency

The material is delivered through class discussions, readings and textual material.

In the online format we utilize at least one hour of relevant DVD discussions each week.

Exams are all essay and designed to illucidate both an understanding of the material and the ability to apply the concepts.

Each course includes a team based project embodying a hands on practical application which develops teamwork and appreciation for team dynamics.

We designed the curriculum without reference to the availability of textbooks.

We deliver the material through a combination of readings, instructor prepared materials, and instructor written texts.

The Most Important Point of All

The most important and most basic difference between entrepreneurship and management is divergency.

Throughout a traditional education, course work and curricula emphasize convergency: there is a right answer, and one can find it by the application of appropriate tools.

One learns that process and procedures and tools lead one through analysis and evaluation to identify the correct solution.

Convergency operates like a whirlpool: things revolve more and more tightly about the center, and we gradually converge on the heart, where the solutions and answers lie.

The design of traditional courses feeds the emphasis on convergency and we break down material into small components and design examinations which test the mastery of those components.

This is completely the reverse of the workings of the entrepreneurial mind.

Creativity and innovation are dependent upon, and feed from, divergency.

A divergent process is exactly the reverse of convergency, as one moves farther and farther afield from the center, examining ideas, insights, and concepts which are more and more remote from the original question.

Convergency is a formula: one plugs in data, and one finds a solution.

Divergency is a poem: one seeks remote expressions to more fully explain concepts and insights.

Early on, we determined that we needed a course in innovation and creativity, and we taught this a number of times in the Certificate program, but the need for divergency demands more.

We begin by regressing our students, getting them back in touch with the child within, presenting mind expanding and insight expanding techniques and procedures, but follow on courses can destroy what we have begun if we fail to keep divergency alive.

To this end, we designed delivery methods, and projects which encourage divergent thinking and built these into every course.

In our curriculum, the questions are far more important than the answers.

Students are required to present alternative perspectives to those contained in textual or reading material in weekly reflection papers.

Students present these insights to the other members of the class, and respond to the insights presented by their classmates.

In class and online discussions, students challenge ideas and brainstorm new perspectives. In each discussion, there is but one rule: one can never evaluate or criticize, no matter how far afield an idea might be.

Discussions of more and more remote associates inevitably lead to greater insight of the subject at hand, because that is what divergency does.

Entry Quality and Effectiveness

How does one address the quality and effectiveness of a new program?

As a public university, we must demonstrate that the program can draw students.

Secondly, we must examine whether the program is achieving its objectives.

To put our 80+ students into perspective:

The MBA is 25+ years old and has 137 students

The MPM is 10+ years old and has 97 students

The MACC is 5+ years old and has 54 students

The question remains: *How well is it achieving its mission and objectives?*

The mission and objectives of the program were to develop *entrepreneurial vision* and *entrepreneurial will*, and to *produce successful entrepreneurs*.

We surveyed the students in cohort 1 who will graduate next semester.

Of our 13 original business owners, 11 have substantially grown their businesses, in five cases doubling in size, and in one case doubling in profits. All report this to be a direct result of the program.

Of our 29 nonbusiness owners, 10 have started ventures since the program began and the rest all report that they intend to do so after graduation.

Each and every student reported a dramatic increase in his or her self-confidence.

Further, the students report a greater sense of well being which they attribute to their confidence in their knowledge and abilities.

The program has clearly led to a stronger commitment to entrepreneurship, and enhanced confidence in one's ability to be a successful entrepreneur.

Combine that with the growth in actual ventures, the creation of the new ventures, and the clear indication that every member of the class will become an entrepreneur and we feel that the objectives of the program have been met.

The surveys also disclose substantial divergency in thought as the students are clearly comfortable with creativity and with idea generation.

In fact, they are so comfortable with idea generation, that we had to develop a non-disclosure, non-circumvention agreement which the entire class, including the instructors, signed.

This agreement protects the ideas which are being discussed from encroachment by another class member, and from being disclosed to outsiders who might be inclined to steal the concept before our students have an opportunity to execute.

The group has produced a number of patents and new ideas in both existing and new ventures abound.

The ME program is already changing lives and attitudes.

Far from a theoretical exploration of the potential of entrepreneurship, we have established a forum in which practical, applied, knowledge is combined with increasingly creative perspectives to produce the self confidence to effect entrepreneurial will.

As for entrepreneurial vision, we just wish we could list for you some of the astounding ideas for ventures that have been espoused and which are already being pursued.

In conclusion, our Master of Entrepreneurship embodies:

A curriculum which we designed for the purpose of providing practical training in the processes of entrepreneurial venture creation, growth, and harvesting;

A pedagogy which recognizes the value of tolerance for failure and uses mastery based grading to ensure that students progress when they master each and every concept; and,

A teaching methodology and philosophy which is focused on developing and expanding divergency in thought, deed and action.