

# New Academic Degree Program Authorization Pre-Proposal Form – Florida Board of Governors

## New Academic Program Pre-Proposal Process

New academic program pre-proposals are initiated and developed by the faculty. Approval of the pre-proposal must be obtained from department chairs and college deans or equivalent administrators before submission for Academic Affairs level review and consideration for inclusion in the University's Annual Work Plan. Submit this cover page, a draft of Table One A, (for under-graduate) or Table One B (for graduate), Table Three, and Table Four available from <http://www.ir.ufl.edu/acadpgms.htm> Tables 1-4.

## Pre-proposal Application Form

PROGRAM PROPOSAL INFORMATION	TYPE/PRINT CLEARLY
Institution	University of Florida
Degree Program Title (e.g. M.A. in Biology)	Master of Science in Entrepreneurship
CIP Code	52.0701
Proposed Mode of Delivery (% online if applicable)	Live delivery/ On-Campus
Enrollment Projections (FTE) : Year 1 and Year 5	Year 1: 31.5                      Year 5: 54
Proposed Implementation Date (e.g. Fall 2012)	Summer B 2014

Please provide a succinct, thorough response to each of the following:

**Program Summary:** *(Briefly describe the proposed program)*

- Briefly summarize the overall rationale for the new academic program. Include a consideration of any ways in which the proposed program is distinct from other campus programs, and others already offered elsewhere in the SUS (use the 4-digit CIP as a guide). Discuss how this program supports specific university and SUS missions. Consider collaborative opportunities with other SUS institutions as appropriate. (maximum length 250 words)

With more students looking to engage in today's global entrepreneurial economy and immerse themselves in rigorous experiential programs, the Warrington College of Business Administration (WCBA) has been offering the Thomas S. Johnson Master of Science, with a Major in Entrepreneurship under the Business Administration umbrella and has demonstrated the program's marketability and demand.

The program is a one-year, 36-credit, campus-based program designed for young and aspiring entrepreneurs and change-makers. Offered to both business and non-business majors alike, the program is a combination of classroom delivery and experiential learning activities with a focus on opportunity assessment, feasibility analysis, lean entrepreneurial concept testing, business plan development, entrepreneurial leadership, and the sourcing of capital.

The program was ranked 30th in the world by EdUniversal in 2013, eighth among U.S. universities and third among U.S. publics, was awarded the 2013 United States Association for Small Business and Entrepreneurship (USASBE) National Model Graduate Entrepreneurship Program award, and received the 2012 “Excellence in Specialty Entrepreneurship Education” award from the Global Consortium of Entrepreneurship Centers (GCEC).

The University of South Florida is currently the only program in the state utilizing the CIP code 52.0701 to offer their program, a Master of Science in Entrepreneurship in Applied Technologies. As their program is highly focused on technology entrepreneurship and commercialization (primarily in the applied biotechnology sector), there does not appear to be any overlap in terms of our offering nor theirs. In addition, there do not appear to be any direct collaborative opportunities.

**Student Demand:** *(Describe the demand in the SUS for the proposed program)*

2. Briefly describe the demand for the proposed program and consider the following in your narrative (maximum length 250 words):

Each year approximately 35-40 graduate students have been enrolled in the Program. The students are young (2 years of work experience or less) and have received their bachelor’s degrees from diverse backgrounds which include accounting, biology, engineering, finance, history, sociology, management, political science, psychology, recreation, tourism, and other diverse disciplines. Their average GMAT score is just shy of 600 and the average GPA is 3.4. In addition, the program is comprised of a very diverse student body with participants who have traveled from around the world to attend the program including China, India, Mexico, Korea, Peru, Taiwan, Thailand, Uganda and European countries. Admitted students can expect:

- 3 required field experiences including startup consulting, a business launch and an overseas immersion
- Frequent interaction, guidance, and mentorship from seasoned entrepreneurs
- First class faculty who are thought leaders in their fields
- Meaningful coursework that encourages the practical application of current entrepreneurial theory
- The opportunity to earn a marketable skillset that enhances their ability to launch their own company or assist in the growth of an existing enterprise
- To gain a deeper understanding of international entrepreneurship through the global study program
- A student-centric program with a staff that cares deeply about the success of its students
- Access to an exclusive Graduate Business School Career Services
- Exposure to the thriving startup community in Gainesville

**Workforce and Economic Development Needs:** *(Describe how the proposed program meets workforce and economic development needs)*

3. Briefly describe how the proposed program meets workforce and economic development needs and consider the following in your narrative (maximum length 250 words):

The MSE program is an excellent opportunity for entrepreneurially-minded students to leverage the vast resources available to them to create new, value-generating ventures in the marketplace. The successful impact of the program can be measured by the following outcomes:

- Our students have completed more than 200 “GatorNest” outreach consulting projects since this experiential learning program’s inception. Participating companies have been located in cities around the state of Florida including Jacksonville, Ocala, Orlando, Tampa, and South Florida. There have also been international projects with locations in Brazil, China and the UK, leveraging state of the art facilities in the Jeff Gold Experiential Learning Laboratory.
- The program is distinguished by the experiential learning course LEAP in that 100 percent of the students will have launched a business by the time they graduate. Based on this and other experiential

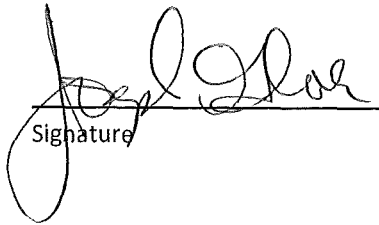
learning activities (GatorNest and ITV in particular), most of the graduates will have developed their entrepreneurial and/or job career pathway successfully. Many program graduates not initially continuing with their own ventures secure positions within existing organizations as corporate innovators, work on the growth of small businesses, and join startups to fill out a launch team's resource needs.

- Finally, numerous successful companies have been launched by students, creating their own jobs and value in the marketplace. Examples include: Jacksonville Wealth Builders (2012 Inc. 500), RoomSync, Partender, Voalte, Raise the Village, Marine Products, Zella Machado, Ocoos, SportsPicker, Reciprocity Bags, eMotion Technologies, and many more cutting across a variety of industries and sectors.

- 
- The institution assumes responsibility for funding the program if approved.

Joseph Glover

Provost's Name

  
Signature

7/9/13

Date

**Additional Program Information:**

4. Describe the role of the proposed program in fulfilling the University's strategic plan and plan for achieving excellence (maximum length 250 words).

Entrepreneurship education is a cornerstone of the mission of the University of Florida (UF), the Warrington College of Business Administration (WCBA) and the Center for Entrepreneurship and Innovation (CEI). UF has made considerable investments in the recent years to launch several new and exciting initiatives in support of entrepreneurship and innovation on campus and in the community, serving as a competitive differentiator and change-maker in the marketplace and bolstering the support environment for the program. Examples include:

- The UF Innovation Hub (\$8 million incubation facility located two blocks from campus) as the first of multiple buildings located in the new Innovation Square Tech Park.
- The launch of the UF Innovation Academy, a 4-year, inter-disciplinary, cross-campus undergraduate track for 300+ students interested in entrepreneurship and innovation.
- The development of the UF Innovators Dorm, the first nationally-recognized residence hall in support of entrepreneurship and innovation built from the ground-up.
- Multiple faculty hires based in both the WCBA and the College of Engineering's Innovation Institute focused on teaching graduate and undergraduate students the discipline of entrepreneurship and innovation.

The WCBA continues to highlight and elevate the entrepreneurship discipline (as evidenced by identifying entrepreneurship as one of its strategic initiatives) and is a strong supporter of the program, providing growing resources and space for entrepreneurship courses, experiential learning programs and extracurricular activities. In addition, the Center for Entrepreneurship and Innovation has identified the program as a strategic pillar in its growth and development for the future.

5. Anticipated resources (should be consistent with Tables Two and Three; maximum length 250 words)

The WCBA has been offering the Master of Science, with a Major in International Business under the Business Administration umbrella, thus the new program will not require additional resources. Please refer

to Table 2 for Projected Costs and Funding Resources and Table 3 for Anticipated Reallocation of Education and General Funds.

6. Additional Information

(a) For Ph.D. proposals, identify possible external reviewers.

(b) If this is a Bachelor's degree program do you anticipate (Yes/No):

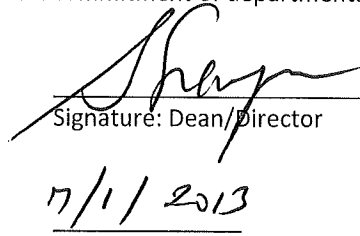
\_\_\_ Requesting exception to the 120 credit hours to degree as required by state statute?

\_\_\_ Requesting limited access status?

7. Signature indicates support for the pre-proposal and commitment of departmental and college resources:

  
Signature: Chair/Director  
7/1/13

Date

  
Signature: Dean/Director  
7/1/2013

Date

**APPENDIX A**

**TABLE 2  
PROJECTED COSTS AND FUNDING SOURCES**

Instruction & Research Costs (non-cumulative)	Year 1							Year 5					
	Funding Source						Subtotal E&G, Auxiliary, and C&G	Funding Source					Subtotal E&G, Auxiliary, and C&G
	Reallocated Base* (E&G)	Enrollment Growth (E&G)	Other New Recurring (E&G)	New Non-Recurring (E&G)	Contracts & Grants (C&G)	Auxiliary Funds		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)	Auxiliary Funds	
Faculty Salaries and Benefits	189,728	0	0	0	0	0	\$189,728	208,701	0	0	0	0	\$208,701
TEAMS Salaries and Benefits	75,000	0	0	0	0	0	\$75,000	82,500	0	0	0	0	\$82,500
USPS Salaries and Benefits	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Other Personal Services	31,500	0	0	0	0	0	\$31,500	34,650	0	0	0	0	\$34,650
Assistantships & Fellowships	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Library	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Expenses	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Operating Capital Outlay	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Special Categories	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
<b>Total Costs</b>	<b>\$296,228</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$296,228</b>	<b>\$325,851</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$325,851</b>

\*Identify reallocation sources in Table 3.

\*\*Includes recurring E&G funded costs ("reallocated base," "enrollment growth," and "other new recurring") from Years 1-4 that continue into Year 5.

\*\*\*Identify if non-recurring.

**Faculty and Staff Summary**

	Year 1	Year 5
Total Positions	1.25	1.25
Faculty (person-years)	1	1
Teams (FTE)	0	0
USPS (FTE)	0	0

**Calculated Cost per Student FTE**

	Year 1	Year 5
Total E&G Funding	\$296,228	\$325,851
Annual Student FTE	31.5	54
E&G Cost per FTE	\$9,404	\$6,034



**APPENDIX A**  
**TABLE 1-B**  
**PROJECTED HEADCOUNT FROM POTENTIAL SOURCES**  
**(Graduate Degree Program)**

Source of Students (Non-duplicated headcount in any given year)*	Year 1		Year 2		Year 3		Year 4		Year 5	
	HC	FTE	HC	FTE	HC	FTE	HC	FTE	HC	FTE
Individuals drawn from agencies/industries in your service area (e.g., older returning students)	0	0	0	0	0	0	0	0	0	0
Students who transfer from other graduate programs within the university**	0	0	0	0	0	0	0	0	0	0
Individuals who have recently graduated from preceding degree programs at this university	20	18	20	18	25	22.5	25	22.5	30	27
Individuals who graduated from preceding degree programs at other Florida public universities	10	9	10	9	15	13.5	15	13.5	20	18
Individuals who graduated from preceding degree programs at non-public Florida institutions	0	0	0	0	0	0	0	0	0	0
Additional in-state residents***	0	0	0	0	0	0	0	0	0	0
Additional out-of-state residents***	0	0	0	0	0	0	0	0	0	0
Additional foreign residents***	5	4.5	5	4.5	7	6.3	7	6.3	10	9
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>35</b>	<b>31.5</b>	<b>35</b>	<b>31.5</b>	<b>47</b>	<b>42.3</b>	<b>47</b>	<b>42.3</b>	<b>60</b>	<b>54</b>

\* List projected annual headcount of students enrolled in the degree program. List projected yearly cumulative ENROLLMENTS instead of admissions.

\*\* If numbers appear in this category, they should go DOWN in later years.

\*\*\* Do not include individuals counted in any PRIOR category in a given COLUMN.

## APPENDIX A

**TABLE 3 (DRAFT)  
ANTICIPATED REALLOCATION OF EDUCATION & GENERAL FUNDS\***

Program and/or E&G account from which current funds will be reallocated during Year 1	Base before reallocation	Amount to be reallocated	Base after reallocation
17060100-101-1100	\$ 133,820	\$ 133,820	\$ -
17060200-143-7800-52050269	\$ 42,440	\$ 42,440	\$ -
17060200-171-1100-F017613	\$ 10,500	\$ 10,500	\$ -
17010100-171-1100-F013554	\$ 7,890	\$ 7,890	\$ -
17200300-143-7800-52D5115	\$ 12,570	\$ 12,570	\$ -
17060200-101-1100	\$ 81,430	\$ 81,430	\$ -
17060100-171-4600-F007910	\$ 7,578	\$ 7,578	\$ -
<b>Totals</b>	\$ 296,228	\$ 296,228	\$ -

\* If not reallocating funds, please submit a zeroed Table 3



**APPENDIX A**

**TABLE 4 (DRAFT)  
ANTICIPATED FACULTY PARTICIPATION**

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Speciality	Rank	Contract Status	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
A	William Rossi, MBA	Master Lecturer	Non-Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	Linda Clarke, Ph.D.	Lecturer	Non-Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	Steve Stolberg, CPA	Adj Lecturer	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Steve Labarbera, MBA	Lecturer	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Chip Vara, MBA	Adj Lecturer	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Michael Morris, Ph.D.	Clinical Prof	Non-Ten	Fall 2014	9	0.75	0.16	0.12	9	0.75	0.16	0.12
A	Aner Sela, Ph.D.	Ast Prof	Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	Jane Douglas, Ph.D.	Aso Prof	Ten	Fall 2014	9	0.75	0.04	0.03	9	0.75	0.04	0.03
A	Sean Limon, Ph.D.	Lecturer	Non-Ten	Fall 2014	12	1.00	0.04	0.04	12	1.00	0.04	0.04
A	Jim Parrino, Ph.D.	Lecturer	Non-Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	John Kraft, Ph.D.	Dean & Prof.	Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	John Banko, Ph.D.	Lecturer	Non-Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	Paul Madsen, Ph.D.	Ast. Prof	Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	Chien-Chi Tseng, Ph.D.	Post Doc	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Yongseok Jang, Ph.D.	Post Doc	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Ted Astleford, MBA	Ast In	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Jamie Kraft, MBA	Aso In	Non-Ten	Fall 2014	12	1.00	0.16	0.16	12	1.00	0.16	0.16
<b>Total Person-Years (PY)</b>								<b>1.25</b>				<b>1.25</b>

Faculty Code	Source of Funding	PY Workload by Budget Classification	
		Year 1	Year 5
A	Existing faculty on a regular line	1.25	1.25
B	New faculty to be hired on a vacant line	0.00	0.00
C	New faculty to be hired on a new line	0.00	0.00
D	Existing faculty hired on contracts/grants	0.00	0.00
E	New faculty to be hired on contracts/grants	0.00	0.00
<b>Overall Totals for</b>		<b>Year 1 1.25</b>	<b>Year 5 1.25</b>

## Board of Governors, State University System of Florida

### Request to Offer a New Degree Program

<b>University of Florida</b>	<b>Summer B 2014</b>
University Submitting Proposal	Proposed Implementation Term
Warrington College of Business Administration, Hough Graduate School of Business	Finance, Insurance and Real Estate
Name of College(s) or School(s)	Name of Department(s)/ Division(s)
Business	Master of Science in Entrepreneurship
Academic Specialty or Field	Complete Name of Degree
52.0701	
Proposed CIP Code	

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

Date Approved by the University Board of Trustees	President	Date
Signature of Chair, Board of Trustees	Date	Vice President for Academic Affairs
		Date

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1 in Appendix A. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 2 in Appendix A. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

Implementation Timeframe	Projected Enrollment (From Table 1)		Projected Program Costs (From Table 2)				
	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
Year 1	35	31.5	\$9,404	\$296,228	\$0	\$0	\$296,228
Year 2	35	31.5					
Year 3	47	42.3					
Year 4	47	42.3					
Year 5	60	54	\$6,034	\$325,851	\$0	\$0	\$325,851

*Note: This outline and the questions pertaining to each section must be reproduced within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.*

## **INTRODUCTION**

### **I. Program Description and Relationship to System-Level Goals**

- A. Briefly describe within a few paragraphs the degree program under consideration, including (a) level; (b) emphases, including concentrations, tracks, or specializations; (c) total number of credit hours; and (d) overall purpose, including examples of employment or education opportunities that may be available to program graduates.**

With more students looking to engage in today's global entrepreneurial economy and immerse themselves in rigorous experiential programs, the Warrington College of Business Administration (WCBA) has been offering the Thomas S. Johnson Master of Science, with a Major in Entrepreneurship under the Business Administration umbrella since 2003 and has demonstrated the program's marketability and demand.

The program is a one-year, 36-credit, campus-based program designed for young and aspiring entrepreneurs and change-makers. Offered to both business and non-business majors alike, the program is a combination of classroom delivery and experiential learning activities with a focus on opportunity assessment, feasibility analysis, lean entrepreneurial concept testing, business plan development, entrepreneurial leadership, and the sourcing of capital. Students are exposed to cutting edge entrepreneurial theory, which they apply immediately by consulting for small business, commercializing UF technology, and creating their own businesses. Participants of the program can expect:

- 3 required field experiences including startup consulting, a business launch and an immersive overseas experience
- Frequent interaction, guidance, and mentorship from seasoned entrepreneurs
- First class faculty who are thought leaders in their fields
- Meaningful coursework that encourages the practical application of current entrepreneurial theory
- The opportunity to earn a marketable skillset that will enhance your ability to launch your own company, or assist in the growth of an existing enterprise
- To gain a deeper understanding of international entrepreneurship through our global study tour
- A student-centric program with a staff that cares deeply about the success of its students
- Access to an exclusive Graduate Business School Career Services
- Exposure to the thriving startup community in Gainesville and throughout the state of Florida

Numerous successful companies have been launched by program students, creating jobs and value in the marketplace. Examples include: Jacksonville Wealth Builders (2012 Inc. 500), RoomSync, Partender, Voalte, Raise the Village, Marine Products, Zella Machado, Ocoos, SportsPicker, Reciprocity Bags, eMotion Technologies, and many more cutting across a variety of industries and sectors.

The program was ranked 30th in the world by EdUniversal in 2013, eighth among U.S. universities and third among U.S. publics, was awarded the 2013 United States Association for

Small Business and Entrepreneurship (USASBE) National Model Graduate Entrepreneurship Program award, and received the 2012 “Excellence in Specialty Entrepreneurship Education” award from the Global Consortium of Entrepreneurship Centers (GCEC).

- B. Describe how the proposed program is consistent with the current State University System (SUS) Strategic Planning Goals. Identify which specific goals the program will directly support and which goals the program will indirectly support. (See the SUS Strategic Plan at <http://www.flbog.org/about/strategicplan/>)**

Entrepreneurship education is a cornerstone of the mission of the University of Florida (UF), the Warrington College of Business Administration (WCBA) and the Center for Entrepreneurship and Innovation (CEI). UF has made considerable investments in the recent years to launch several new and exciting initiatives in support of entrepreneurship and innovation on campus and in the community, serving as a competitive differentiator and change-maker in the marketplace and bolstering the support environment for the program. Examples include:

- The UF Innovation Hub (\$13.2 million incubation facility located two blocks from campus) as the first of multiple buildings located in the new Innovation Square Tech Park.
- The launch of the UF Innovation Academy, a 4-year, inter-disciplinary, cross-campus undergraduate track for 300+ students interested in entrepreneurship and innovation.
- The development of the UF Innovators Dorm, the first nationally-recognized residence hall in support of entrepreneurship and innovation built from the ground-up.
- Multiple faculty hires based in both the WCBA and the College of Engineering’s Innovation Institute focused on teaching graduate and undergraduate students the discipline of entrepreneurship and innovation.

The WCBA continues to highlight and elevate the entrepreneurship discipline (as evidenced by identifying entrepreneurship as one of its strategic initiatives) and is a strong supporter of the program, providing growing resources and space for entrepreneurship courses, experiential learning programs and extracurricular activities. In addition, the Center for Entrepreneurship and Innovation has identified the program as a strategic pillar in its growth and development for the future.

Consistent with the State University System’s Goals and Objectives, the program serves as a nationally recognized model for peers in terms of quality and reputation, leverages strong linkages with the community both in Gainesville and statewide, and aids in the mission of the university to further commercialization of cutting edge technology.

- C. If the program is to be included in an Area of Programmatic Strategic Emphasis as described in the SUS Strategic Plan, please indicate the category and the justification for inclusion.**

The Areas of Programmatic Strategic Emphasis:

1. Critical Needs:
  - Education
  - Health Professions
  - Security and Emergency Services
2. Economic Development:
  - Globalization
  - Regional Workforce Demand
3. Science, Technology, Engineering, and Math (STEM)

The proposed MSE program would fit into the needs expressed for a) Economic Development: Regional Workforce Demand.

According to Enterprise Florida:

*“Business entrepreneurs start the companies, create the jobs and generate the ideas that grow economies. Moreover, an entrepreneurial spirit helps companies of all sizes stay innovative and globally competitive. In Florida, that spirit of entrepreneurship is alive and well. The state is home to more than 2 million small businesses.*

*Enterprising Traditions: For years, Florida has been recognized as an excellent location for young businesses; most recently, it placed in the top 5 for both Entrepreneurial Activity and Economic Dynamism in the Kaufmann Foundation's 2010 New Economy States rankings. The Small Business & Entrepreneurship Council consistently ranks Florida as one of the leading states for favorable policy environment towards entrepreneurs and small businesses.*

*Supportive Ecosystem: A strong culture of entrepreneurship is planted deep into the Florida business landscape and nurtured with a number of targeted initiatives designed to bolster small business growth. Aspiring business owners will find it encouraging that several Florida cities have been ranked among the most welcoming to entrepreneurs and several Florida universities' maintain nationally acclaimed programs devoted to entrepreneurship.*

*Florida's entrepreneurial environment also allows technology professionals to advance R&D efforts from the lab to the marketplace by offering robust R&D infrastructure and strong commercialization networks as well as a growing, qualified talent pool that can take basic research from concept to commercialization.*

*A number of other valuable resources are available to entrepreneurs throughout Florida, including financing options, high tech incubators, small business development centers (SBDCs) and other professional organizations and peer networks supporting entrepreneurs.”*

As such, our program is focused on aiding in the development, launch, and growth of new venture opportunities in order to achieve positive impact in the local, regional and national communities.

**D. Identify any established or planned educational sites at which the program is expected to be offered and indicate whether it will be offered only at sites other than the main campus.**

The program is situated on the campus of the University of Florida, and leverages primarily the facility resources of the Warrington College of Business Administration including the UF Center for Entrepreneurship and Innovation, the Jeff Gold Experiential Learning Laboratory, the Active Learning Studio, and Hough Hall/Graduate School of Business.

**INSTITUTIONAL AND STATE LEVEL ACCOUNTABILITY**

**II. Need and Demand**

- A. Need: Describe national, state, and/or local data that support the need for more people to be prepared in this program at this level. Reference national, state, and/or local plans or reports that support the need for this program and requests for the proposed program**

**which have emanated from a perceived need by agencies or industries in your service area. Cite any specific need for research and service that the program would fulfill.**

Data from the Ewing Marion Kauffman Foundation:

(The Ewing Marion Kauffman Foundation (Kauffman Foundation) is a non-profit foundation based in Kansas City, Missouri. It has an asset base of \$2 billion. It focuses its grant making and operations on two areas: advancing entrepreneurship and improving the education of children and youth. The Kauffman Foundation is the largest American foundation to focus on entrepreneurship).

*“High-growth startups must play a central role to assure continued U.S. economic strength, jump-start the ailing U.S. economy, and increase job creation by accelerating the growth of startups and young businesses. The benefits of startups are well-established: Virtually all of the growth in U.S. jobs has been driven by the formation of firms less than five years old, and these new firms have been disproportionately responsible for commercializing the cutting-edge innovations that characterize modern life. Recent data has found that while more firms than ever have been created each year since the last recession began, the numbers of new firms with employees continues to drop – and this is a trend that pre-dates the recession.”*

Once again, our program is focused on aiding in the development, launch, and growth of new venture opportunities in order to achieve positive impact in the local, regional and national communities.

- B. Demand: Describe data that support the assumption that students will enroll in the proposed program. Include descriptions of surveys or other communications with prospective students.**

The Warrington College of Business Administration (WCBA) has been offering the Thomas S. Johnson Master of Science, with a Major in Entrepreneurship under the Business Administration umbrella since 2003 and has demonstrated the program’s marketability and demand. To-date, we count 397 alums of the program.

- C. If substantially similar programs (generally at the four-digit CIP Code or 60 percent similar in core courses), either private or public exist in the state, identify the institution(s) and geographic location(s). Summarize the outcome(s) of communication with such programs with regard to the potential impact on their enrollment and opportunities for possible collaboration (instruction and research). In Appendix B, provide data that support the need for an additional program as well as letters of support, or letters of concern, from the provosts of other state universities with substantially similar programs.**

The University of South Florida in Tampa is currently the only program in the state utilizing the CIP code 52.0701 to offer their program, an MS in Entrepreneurship in Applied Technologies. As their program is highly focused on technology entrepreneurship and commercialization (primarily in the applied biotechnology sector), there does not appear to be any overlap in terms of our offerings nor do there appear to be any direct collaborative opportunities. We have contacted USF on multiple occasions via phone and e-mail and they have declined to respond to our requests, neither negatively (concern) nor positively (support).

Please see Appendix B for e-mail correspondence and program description.

- D. Use Table 1 in Appendix A (A for undergraduate and B for graduate) to categorize projected student headcount (HC) and Full Time Equivalents (FTE) according to primary sources. Generally undergraduate FTE will be calculated as 40 credit hours per year and graduate FTE will be calculated as 32 credit hours per year. Describe the rationale underlying enrollment projections. If, initially, students within the institution are expected to change majors to enroll in the proposed program, describe the shifts from disciplines that will likely occur.

As outlined in Table 1-B of Appendix A, the program expects to increase current enrollment numbers from 35 students (Year 1) up to 54 students over a 5-year period. This is attributable to a number of expected marketing and enhancement activities that will increase the visibility and profile of the program as well as strengthening the depth of quality over the coming years, including leveraging the program's recent recognition as the 2013 Top National Model Graduate Entrepreneurship Program and the recent hiring of a number of new faculties, including Dr. Michael Morris, lifetime achievement award winner in the space of entrepreneurship education.

- E. Indicate what steps will be taken to achieve a diverse student body in this program. If the proposed program substantially duplicates a program at FAMU or FIU, provide, (in consultation with the affected university), an analysis of how the program might have an impact upon that university's ability to attract students of races different from that which is predominant on their campus in the subject program. The university's Equal Opportunity Officer shall review this section of the proposal and then sign and date in the area below to indicate that the analysis required by this subsection has been reviewed and approved.

To-date, approximately 35-40 graduate students have been enrolled in the Program each year. The students are young (2+ years of work experience or less) and have received their bachelor's degrees from diverse backgrounds which include accounting, biology, engineering, finance, history, sociology, management, political science, psychology, recreation, tourism, and other diverse disciplines. Their average GMAT score is just shy of 600 and the average GPA is 3.4. In addition, the program is comprised of a very diverse student body with participants who have traveled from around the world to attend the program including China, India, Mexico, Korea, Peru, Taiwan, Thailand, Uganda and European countries. Over the past 5 years, the demographic numbers breakdown as follows:

2009: Male/Female - 70%/30%...White/Other - 75%/25%...Business/Non-Biz. Major - 25%/75%  
 2010: Male/Female - 78%/22%...White/Other - 67%/33%...Business/Non-Biz. Major - 47%/53%  
 2011: Male/Female - 70%/30%...White/Other - 60%/40%...Business/Non-Biz. Major - 47%/53%  
 2012: Male/Female - 68%/32%...White/Other - 57%/43%...Business/Non-Biz. Major - 45%/55%  
 2013: Male/Female - 72%/28%...White/Other - 48%/52%...Business/Non-Biz. Major - 48%/52%

The University of Florida currently has an active program that aims to recruit and retain minority students. These students are also actively mentored and supported during their first year by the University Minority Mentoring Program. To ensure that the race/ethnicity balance holds, we will work actively with the Director of Graduate Minority Programs at the University of Florida, to recruit minority students. Here is a brief summary of their current programs. The Office of Graduate Minority Programs (OGMP) is a function of the Graduate School dedicated to increasing the number of graduate students who are ethnic/cultural minorities, underrepresented in their field of study, low-income or first-generation college students. OGMP strives to provide currently enrolled and prospective graduate students with programs and services to assist and support the pursuit of a successful graduate education.

- Campus Visitation Program
  - Every Fall and Spring semester OGMP sponsors the Campus Visitation Program, a two and a half day visitation for prospective students planning to apply for a UF graduate program. OGMP will provide hotel accommodations and reimburse participants for up to \$100 of their travel expenses and for the \$30 UF Application Fee. During the visitation, participants will have the opportunity to meet faculty and become familiar with the University of Florida. Applicants will also be given help completing their graduate application. To be considered for acceptance, applicants must belong to a group underrepresented in graduate education, send OGMP a Campus Visitation Program application, official transcripts, a letter of recommendation, and a personal statement.
- Board of Education Fellowship
  - Every summer, OGMP selects 30 incoming graduate students to be Board of Education (BOE) Fellows. Several new students have been selected for the fellowship program. This 6-week Summer fellowship program is designed as an orientation and preparation for the challenges of graduate education. It also helps students acclimate themselves to the University of Florida. The BOE Fellowship pays for four credits of summer B tuition and awards a \$1,500 stipend. In addition, participants attend Research Methods and Academic Writing courses. Social events and development seminars are also planned.
- Professional Development
  - Three to five times a semester, the Office of Graduate Minority Programs plans professional development workshops. They cover topics such as financial management, selecting a supervisory committee, getting published, and other subjects that can help students succeed in graduate school.
- UF/Santa Fe Faculty Development
  - The UF/Santa Fe Community College (SFCC) Faculty Development Project is a partnership designed to increase the number of underrepresented doctoral students at UF and minority faculty at SFCC. Students awarded this prestigious graduate assistantship receive an annual stipend, tuition, fee waiver, mentoring, and professional development training at UF and SFCC. Participants are required to fill a teaching, advising, or recruitment & retention role at Santa Fe for the appointed year. Applicants must hold an MS, MA, or equivalent degree with the required number of hours in an appropriate discipline based on SFCC needs. Students must be fully admitted into a doctoral program at UF and meet all SFCC adjunct faculty-hiring criteria.
- Supplemental Tuition Program
  - The OGMP Supplemental Tuition Retention Program is designed to help doctoral students complete their degree program. Students within three semesters of completing their degree, who no longer have funding available through an assistantship or fellowship, are eligible to apply to the program and receive limited tuition assistance for the remaining semesters. Applications are available at the OGMP office or online at the OGMP Supplemental Retention Scholarships page.

The OGMP programs will continue to supplement the efforts of the program faculty and staff members to recruit, retain and graduate M.S. students from underrepresented groups.



---

 Signature of Equal Opportunity Officer

---

 Date

### III. Budget

- A. Use Table 2 in Appendix A to display projected costs and associated funding sources for Year 1 and Year 5 of program operation. Use Table 3 in Appendix A to show how existing Education & General funds will be shifted to support the new program in Year 1. In narrative form, summarize the contents of both tables, identifying the source of both current and new resources to be devoted to the proposed program. (Data for Year 1 and Year 5 reflect snapshots in time rather than cumulative costs.) If the university intends to operate the program through continuing education on a cost-recovery basis or market rate, provide a rationale for doing so and a timeline for seeking Board of Governors' approval, if appropriate.

The associated costs and funding sources of the program are outlined in Table 2 of Appendix A. As the program has been in existence for 10 years, we have a pretty strong handle on the projected burden. No new resources are expected to be attributed to the program in the near term...sources of funding will remain as outlined.

- B. If other programs will be impacted by a reallocation of resources for the proposed program, identify the program and provide a justification for reallocating resources. Specifically address the potential negative impacts that implementation of the proposed program will have on related undergraduate programs (i.e., shift in faculty effort, reallocation of instructional resources, reduced enrollment rates, greater use of adjunct faculty and teaching assistants). Explain what steps will be taken to mitigate any such impacts. Also, discuss the potential positive impacts that the proposed program might have on related undergraduate programs (i.e., increased undergraduate research opportunities, improved quality of instruction associated with cutting-edge research, improved labs and library resources).

There will be no resource reallocation as this program is already in existence.

- C. Describe other potential impacts on related programs or departments (e.g., increased need for general education or common prerequisite courses, or increased need for required or elective courses outside of the proposed major).

There will be no impact on courses as this program is already in existence.

- D. Describe what steps have been taken to obtain information regarding resources (financial and in-kind) available outside the institution (businesses, industrial organizations, governmental entities, etc.). Describe the external resources that appear to be available to support the proposed program.

The UF Center for Entrepreneurship and Innovation (CEI) has a combined annual budget of \$1 million for faculty, staff and programs. CEI's funding model includes all of the following: state support and tuition appropriation, auxiliary revenue, and grants. In addition, alumni and friends of CEI and the Warrington College of Business Administration (WCBA) have given much of their precious time and resources to benefit the program. Here is an example of a number of the private gifts that have spurred campus creativity and excitement and provide support for entrepreneurship and innovation:

- Thomas S. Johnson: The former Chairman and CEO of Global Imaging System, Inc., acquired more than 70 office technology businesses and reached an annual revenue rate of approximately \$875 million during his tenure. Johnson (BSBA '72) is a pioneer in the comprehensive benchmarking model for operating and evaluating office-imaging businesses and provided an endowment for the MS-Entrepreneurship program.
- Mark A. and Dorothy H. Ahrano: The Ahrano's established an endowment to support the study of entrepreneurship. Mr. Ahrano (BSBA '37) followed his entrepreneurial spirit establishing business enterprise domestically and internationally.
- Michael McNeal: McNeal was the President and CEO of Emergin, Inc., the leading US provider of software utilized to rapidly transmit medical alarm signals throughout hospitals. McNeal (BS Computer and Information Science '93) funded the Entrepreneurship Case Lecture Series, an experiential learning initiative consisting of case-based discussions led by instructors, faculty, and guest lecturers.
- Chester C. Holloway: Holloway (BSBA '39) was the former director of Johnson Communications, a mobile radio company, and generously endowed a professorship to the study of entrepreneurship.
- Dow Electronics: The global technology firm created the Philip A. Decker GatorNest Endowment Fund in memory of Decker, the founder of Dow Electronics. The endowment benefits GatorNest, an experiential learning program designed for graduate students that supplies real-world situations for young entrepreneurs.
- Jeffrey Gold: Gold (MBA '78) fashioned a successful career in venture capitalism at Longitude Capital, CryoVascular Systems, Inc., Cardio Thoracic Systems, Inc., and Cordis Endovascular Systems. His gift established the Jeffrey G. Gold Experiential Learning Laboratory in CEI enhancing experiential learning opportunities for students.

#### IV. Projected Benefit of the Program to the University, Local Community, and State

**Use information from Tables 1 and 2 in Appendix A, and the supporting narrative for "Need and Demand" to prepare a concise statement that describes the projected benefit to the university, local community, and the state if the program is implemented. The projected benefits can be both quantitative and qualitative in nature, but there needs to be a clear distinction made between the two in the narrative.**

As outlined in Tables 1-B and 2 of Appendix A, and in the narrative for the "Need and Demand" section, there is expected to be a rise in enrollment for the program. The resultant benefits of this will be felt as entrepreneurially-minded graduates leverage the vast resources available to them in the program to create new, value-generating opportunities in the marketplace. The successful qualitative impact of the program can be measured by the following outcomes:

- To-date, our students have completed more than 200 "GatorNest" outreach consulting projects since this experiential learning program's inception. Participating companies have been located in cities around the state of Florida including Jacksonville, Ocala, Orlando, Tampa, and South Florida. There have also been international projects with locations in Brazil, China and the UK, leveraging state of the art facilities in the Jeff Gold Experiential Learning Laboratory.
- The program is distinguished by the experiential learning course LEAP in that 100 percent of the students will have launched a business by the time they graduate. Based on this and other experiential learning activities (GatorNest and ITV in particular), most of the graduates will have developed their entrepreneurial and/or job career pathway successfully. Many program graduates not initially continuing with their own ventures

secure positions within existing organizations as corporate innovators, work on the growth of small businesses, and join startups to fill out a launch team's resource needs.

- Finally, numerous successful companies have been launched by students, creating jobs and value in the marketplace. Examples include: Jacksonville Wealth Builders (2012 Inc. 500), RoomSync, Partender, Voalte, Raise the Village, Marine Products, Zella Machado, Ocoos, SportsPicker, Reciprocity Bags, eMotion Technologies, and many more cutting across a variety of industries and sectors.

#### V. Access and Articulation - Bachelor's Degrees Only

- A. If the total number of credit hours to earn a degree exceeds 120, provide a justification for an exception to the policy of a 120 maximum and submit a separate request to the Board of Governors for an exception along with notification of the program's approval. (See criteria in Board of Governors Regulation 6C-8.014)

N/A

- B. List program prerequisites and provide assurance that they are the same as the approved common prerequisites for other such degree programs within the SUS (see the [Common Prerequisite Manual](#) at FACTS.org). The courses in the Common Prerequisite Counseling Manual are intended to be those that are required of both native and transfer students prior to entrance to the major program, not simply lower-level courses that are required prior to graduation. The common prerequisites and substitute courses are mandatory for all institution programs listed, and must be approved by the Articulation Coordinating Committee (ACC). This requirement includes those programs designated as "limited access."

If the proposed prerequisites are not listed in the Manual, provide a rationale for a request for exception to the policy of common prerequisites. NOTE: Typically, all lower-division courses required for admission into the major will be considered prerequisites. The curriculum can require lower-division courses that are not prerequisites for admission into the major, as long as those courses are built into the curriculum for the upper-level 60 credit hours. If there are already common prerequisites for other degree programs with the same proposed CIP, every effort must be made to utilize the previously approved prerequisites instead of recommending an additional "track" of prerequisites for that CIP. Additional tracks may not be approved by the ACC, thereby holding up the full approval of the degree program. Programs will not be entered into the State University System Inventory until any exceptions to the approved common prerequisites are approved by the ACC.

N/A

- C. If the university intends to seek formal Limited Access status for the proposed program, provide a rationale that includes an analysis of diversity issues with respect to such a designation. Explain how the university will ensure that community college transfer students are not disadvantaged by the Limited Access status. NOTE: The policy and criteria for Limited Access are identified in Board of Governors Regulation 6C-8.013. Submit the Limited Access Program Request form along with this document.

N/A

- D. If the proposed program is an AS-to-BS capstone, ensure that it adheres to the guidelines approved by the Articulation Coordinating Committee for such programs, as set forth in Rule 6A-10.024 (see [Statewide Articulation Manual](#) at FACTS.org). List the prerequisites, if any, including the specific AS degrees which may transfer into the program.

N/A

**INSTITUTIONAL READINESS****VI. Related Institutional Mission and Strength**

- A. Describe how the goals of the proposed program relate to the institutional mission statement as contained in the SUS Strategic Plan and the University Strategic Plan.**

The mission of the program is to teach, coach and inspire students to be entrepreneurial. This is achieved through a high-quality educational experience with significant external touch-points providing service to the community while delivering impactful experiential learning to our diverse body of students. We believe this is consistent with the mission of the University of Florida to offer broad-based, exclusive public education, leading-edge research and service to the citizens of Florida, the nation and the world.

- B. Describe how the proposed program specifically relates to existing institutional strengths, such as programs of emphasis, other academic programs, and/or institutes and centers.**

The strengths of the program are as follows:

- Reputation and Quality Indicators
- Innovative Course Offerings and Wide Breadth of Courses
- Depth of Experiential Learning Offerings (across curriculum and co-curricular)
- Facilities (Active Learning Studio/Hough Hall/CEI/Jeff Gold Learning Laboratory)
- Program Administration/ Administrative Sustainability
- Local Community, WCBA, and UF support
- Regional Entrepreneurial Ecosystem
- Student Diversity
- CEI Network (Mentors, Advisory Board, Local Volunteers, Etc.)
- Endowments and Private Support

Each of these strengths ties back to the UF Center for Entrepreneurship and Innovation, the umbrella organization for the program.

- C. Provide a narrative of the planning process leading up to submission of this proposal. Include a chronology (table) of activities, listing both university personnel directly involved and external individuals who participated in planning. Provide a timetable of events necessary for the implementation of the proposed program.**

**Planning Process**

<b>Date</b>	<b>Participants</b>	<b>Planning Activity</b>
6/1/13	Jamie Kraft, Director, Center for Entrepreneurship and Innovation  Dr. S. Selcuk Erenguc, Senior Associate Dean and Director, Hough Graduate School of Business	Meet with Provost's Office to review the degree proposal requirements
7/1/13 – 8/1/15	Jamie Kraft, Director, Center for Entrepreneurship and Innovation  Dr. S. Selcuk Erenguc, Senior Associate	Gather data and write the proposal, contact USF to discuss impact on their program and opportunities for collaboration

	Dean and Director, Hough Graduate School of Business	
8/9/13	College Master's Committee	Prepare proposal and make revisions, if necessary.
8/9/13	College Faculty	Prepare proposal and make revisions, if necessary.
8/15/13	Graduate Council	Prepare proposal and make revisions, if necessary.
TBD	University Senate	Prepare proposal and make revisions, if necessary.
March 2014	Board of Trustees	Prepare proposal and make revisions, if necessary.

### Events Leading to Implementation

Date	Implementation Activity
After proposal is approved	Update degree listing in the UF Graduate Catalog
After proposal is approved	Revise existing program information website with new M.S. in Entrepreneurship degree information
After proposal is approved	Revise existing program marketing materials with new M.S. in Entrepreneurship degree information

### VII. Program Quality Indicators - Reviews and Accreditation

**Identify program reviews, accreditation visits, or internal reviews for any university degree programs related to the proposed program, especially any within the same academic unit. List all recommendations and summarize the institution's progress in implementing the recommendations.**

The WCBA is accredited by the Association to Advance Collegiate Schools of Business (AACSB). The WCBA has maintained accreditation since 1929. During the last accreditation visit in 2009, there were no recommendations for changes to the existing programs. The next maintenance of accreditation visit is scheduled for February 2014. Below you will find the Master of Science, with a major in Entrepreneurship Assurance of Learning Review Process Timeline.

The program was ranked 30th in the world by EdUniversal in 2013, eighth among U.S. universities and third among U.S. publics, was awarded the 2013 United States Association for Small Business and Entrepreneurship (USASBE) National Model Graduate Entrepreneurship Program award, and received the 2012 "Excellence in Specialty Entrepreneurship Education" award from the Global Consortium of Entrepreneurship Centers (GCEC). In addition, graduates of the program have provided testimonials regarding their satisfaction with the program:

#### **Oren Kantor, 2011**

*Founder and CEO, OHK Labs*

The Johnson program helped prepare me for life as an entrepreneur. After an intense year of learning, I was ready to take on all of the obstacles that arise in this challenging yet rewarding

career path!

**Bruna Santana, 2011**

*President and Founder, Zella Machado Swimwear*

The Johnson program helped me realize my true passions and the staff gave me the advice and courage to follow my dreams!

**Ryan McCabe, 2011**

*Co-Founder & Manager of Business Development and Marketing, Ocoos*

I have avoided many mistakes within my own start-up using the things that I have learned in the Johnson Program; because of this, we are much farther along in a shorter time!

**John Printy, 2011**

*Business Development Manager, Emerald Endeavors, Inc.*

The Johnson program is about providing the tools you need, some great friends to motivate you, and an opportunity. What you do with it is up to you!

**Anjali Kundra, 2011**

*VP of Clientology, RoomSync*

The Johnson program introduced me to my entrepreneurial soul-mates and gave me the confidence and resources to pursue my own path - the unconventional path! Through the program's peripheral initiatives, I had the opportunity to work for a Kauffman Labs startup while still in school and upon graduation I joined RoomSync, where I help with all aspects of the business while living the startup dream!

**Allyson Ayers, 2011, Thomas S. Johnson Entrepreneurial Scholar**

*Marketing Manager, Littlebanc Advisors*

The Johnson program provides a solid background in business fundamentals, but the real focus is on how it teaches and encourages students to think in creative and unexpected ways. Yes, you need and use the fundamentals, but its inventive thinking that solves problems and gets the job done!

**VIII. Curriculum**

- A. Describe the specific expected student learning outcomes associated with the proposed program. If a bachelor's degree program, include a web link to the Academic Learning Compact or include the document itself as an appendix.**

The learning goals and objectives of the program are clearly defined and measured as follows:

- 1.) Demonstrate competency in and across business disciplines.
  - a. Demonstrate knowledge and understanding of elements of economics, finance, accounting, marketing, operations management, organizational behavior, business law, information technology, business statistics, and social responsibility.  
Assessment Method: We will target 50% of our admissions as students with undergraduate business majors. (PRE-SCREEN)
- 2.) Apply appropriate problem solving and decision-making skills.

- a. Demonstrate ability and capacity to critically evaluate and question the feasibility of potential new venture opportunities.  
Assessment Method: Course-Embedded Measure (scored using rubric by faculty member)
- 3.) Think critically and analytically in formulating business solutions.
    - a. Demonstrate and apply knowledge and understanding of the analysis and management of financial information in the valuation of new venture opportunities.  
Assessment Method: Course-Embedded Measure (scored using rubric by faculty member)
  - 4.) Possess effective communication skills.
    - a. Demonstrate ability to write business documents clearly, concisely and analytically.  
Assessment Method: Course-Embedded Measure (scored using rubric by faculty member)
    - b. Demonstrate ability to speak in groups and in public clearly, concisely, and analytically, with appropriate use of visual aids.  
Assessment Method: Course-Embedded Measure (scored using rubric by faculty member)

As such, our curriculum is designed to address these goals and objectives while providing a robust accompaniment of topical material relevant to the early-stage innovator providing an in-depth look at the entrepreneurial process while simultaneously applying the science of the discipline and integrating both PRINCIPLE + PRACTICE.

**B. Describe the admission standards and graduation requirements for the program.**

Applicants to the program must meet the following admissions requirements:

- Have a regionally accredited bachelor's degree with a 3.0 GPA or higher in the last 60 credits of course work (or an international equivalent)
- Have an official GMAT score of 465 or higher or GRE score of 1000 or higher

In addition, they must complete a statement of purpose, submit 2 letters of recommendation as well as a resume and all official transcripts and admissions scores, and conduct a program interview.

In order to graduate from the program, students must:

- Complete 36 credits with a grade of "C" or better
- Maintain and overall Graduate GPA of 3.0 or higher
- Maintain a Major GPA of 3.0 or higher
- Complete the program final exam

Fulfill all program requirements

- C. Describe the curricular framework for the proposed program, including number of credit hours and composition of required core courses, restricted electives, unrestricted electives, thesis requirements, and dissertation requirements. Identify the total numbers of semester credit hours for the degree.

The program's courses focus on opportunity assessment, feasibility analysis, lean entrepreneurial concept testing, business plan development, entrepreneurial leadership, and the sourcing of capital. Upon completion of the program, graduates are able to effectively initiate, develop, grow, and manage new ventures, either as start-ups or in the corporate environment. The program requires 36-credit hours of coursework to be successfully completed in order for graduation certification. In addition, each student enrolled must complete a final exam, administered at the end of the program (the program is a non-thesis degree requiring a final exam in lieu of thesis). Credit-hour breakdown per semester is as follows:

- Summer B = 8 credits
- Fall = 14 credits
- Spring = 14 credits

### *Core Business Courses*

Includes Financial Accounting and Finance I: Asset Valuation, Risk, and Return (those students having undergraduate business degrees in these topical areas opt out of these courses and take additional electives).

### *Required Entrepreneurship Courses*

Includes Startup Gauntlet, Entrepreneurial Selling, Creativity in Entrepreneurship, Entrepreneurship, Professional Writing in Business, Entrepreneurship Lecture Series, Professional Communication in Business, The Global Entrepreneurship Study Program (Ireland/Chile), Entrepreneurial Marketing, Entrepreneurship Profitability Metrics, Product Development and Management, Venture Finance, Entrepreneurial Consulting Project (GatorNest )/Integrated Technology Venture Program, and Strategic Entrepreneurship.

### *Entrepreneurship Elective Courses*

Includes Global Entrepreneurship, Social Entrepreneurship, High-Tech Entrepreneurship, Family Business Management, Law for Entrepreneurs, Corporate Innovation, Doing Business in Asia, Retail in Emerging Markets, Venture Analysis, Business Plan Formation. In addition, students may select courses through the Technion Exchange Program, and/or participate in the Entrepreneurship and Empowerment in South Africa (EESA) Program.

Finally, all students must complete two terms of participation in the Lean Entrepreneurship Accelerator Program (LEAP), a live interactive team-based experience focusing on customer development, rapid prototyping, market-place assumption testing, and the identification and launch of an actual business venture. As part of this program, student teams may receive startup grants, mentoring and advising, and access to incubation facilities in the Jeff Gold Experiential Learning Laboratory.

### **D. Provide a sequenced course of study for all majors, concentrations, or areas of emphasis within the proposed program.**

The sequence of course study for the program is as follows:

#### Summer B

- ENT 6930: Special Topics (Startup Gauntlet) (2)



- ENT 6116: Creativity in Entrepreneurship (2)
- ENT 6930: Special Topics (Entrepreneurial Selling) (2)
- ENT 6006: Entrepreneurship (2)

#### Fall

- ACG 5005: Financial Accounting (2)
- ENT 6930: Special Topics (Entrepreneurial Marketing) (2)
- MAR 6833: Product Development and Management (2)
- GEB 5212: Professional Writing in Business (1)
- GEB 5215: Professional Communication in Business (1)
- GEB 6930: Special Topics (Global Entrepreneurship Study Program) (2)
- ENT 6930: Special Topics (LEAP) (1)
- ENT 6933: Entrepreneurship Lecture Series (1)
- Entrepreneurship Elective (2)

#### Spring

- FIN 5437: Finance I: Asset Valuation, Risk, and Return (2)
- ENT 6930: Special Topics (Entrepreneurship Profitability Metrics) (2)
- ENT 6946: Entrepreneurial Consulting Project (2)
- ENT 6416: Venture Finance (2)
- ENT 6930: Special Topics (Strategic Entrepreneurship) (2)
- ENT 6930: Special Topics (LEAP) (1)
- ENT 6933: Entrepreneurship Lecture Series (1)
- Entrepreneurship Elective (2)

#### E. Provide a one- or two-sentence description of each required or elective course.

All of these courses are currently being taught.

#### **ACG 5005: Financial Accounting; 2 Credits; Letter Graded**

This course will cover basic accounting concepts, financial statement use and preparation, inter-corporate investments, non-owner financing, owner financing, and international accounting

#### **FIN 5437: Finance I: Asset Valuation, Risk, and Return; 2 Credits; Letter Graded**

This course is designed for the general business student, not just the finance specialist. Since this is a survey course, we will cover many topics. We will begin with a general overview and then go into more detail on several concepts, financial instruments, and techniques used in financial decision-making. The format of Finance I is primarily lecture and discussion, with assignments to make the linkage with business operations and to gauge your understanding of the material.

#### **ENT 6930: Special Topics (Startup Gauntlet); 2 Credits; Letter Graded**

Startup Gauntlet introduces a customer focused path to entrepreneurship called Customer Discovery. This 6-week course takes students and entrepreneurs through the process of identifying the core of a startup business model. Students may enter the class with or without an "idea" for a business, will learn how to make and test assumptions about a potential business, and spend 6 weeks performing in-depth Customer Discovery. The result will be a Business Model instructed not by entrepreneurs' guesses, but by facts learned directly from customers. Sponsored by a grant from the National Science Foundation, Startup Gauntlet has been taught to over 120 teams in seven cohorts starting in May 2012.

**ENT 6930: Special Topics (Entrepreneurial Selling); 2 Credits; Letter Graded**

This course teaches students state-of-the-art selling skills that can be used with prospective clients, venture capitalists, potential partners, investors and candidates for employment. The course is highly interactive and skill based. Subjects include relationship building, analyzing the client's situation, making effective sales presentations, resolving objections, gaining commitment and pre-call planning. Skills developed are applicable worldwide. Whether you need start-up capital, senior management to back your ideas, or customers to hire your firm or buy its products, selling skills are crucial. You will develop them in Entrepreneurial Selling.

**ENT 6616: Creativity in Entrepreneurship; 2 Credits; Letter Graded**

The course is organized around class discussions, workshops, projects, both individual and team-based, cases, a field trip and visiting experts. It will be very interactive, and is designed to be based in experiential learning. You *must* be very involved through active participation to get the most out of this course. Your final grade will be a motivator for this as participation is a significant component of the final grade. The level of ambiguity that you will face in this course will be excruciatingly high and likely very substantially higher than you have experienced in any previous course. But creativity is not a linear process, and teaching it does not lend itself to clear, precise directions. Recognize that ambiguity will be high; you'll do fine.

**ENT 6006: Entrepreneurship; 2 Credits; Letter Graded**

We are in a very exciting time in our economy. Great leaps in technology, communications, biotechnology, computing and many other areas have totally redefined basic paradigms of business and have put increasing pressure on employees to be innovative and entrepreneurial. The driving force behind this transformed economy has been the entrepreneurial venture. The entrepreneurial venture finds a new technology or a new way to buy or sell or produce. It implements this idea in a small firm, often one started from the garage. The successful ones grow and have provided all of the job growth in the U.S. in the past ten years. Understanding these ventures requires a different set of tools than needed to understand the traditional large firm. Successful management becomes one of opportunity recognition, rather than problem solving. Management works in teams, often without a clear view of the source of capital they will need, and often new markets must be visualized and created.

**ENT 6930: Special Topics (Lean Entrepreneurship Accelerator Program); 1 Credit; Letter Graded**

Students in this course will focus on understanding and experiencing the real world aspects of entrepreneurship by starting a business using Lean and Agile concepts, will complete a Personal Entrepreneurial Strategy (PES), and will complete an Executive Summary and make a formal Presentation describing the business opportunity.

**MAR 6833: Product Development and Management; 2 Credits; Letter Graded**

Product development is an increasingly critical activity in most firms. Success at new product development can determine the survival of a firm. Unfortunately, an astonishingly large percentage of new products fail, and the cost of failure in dollar terms can be enormous. Our objective is to become as proficient as possible at managing the product development process. Given the track record of even very sophisticated firms, there is no obvious formula for success. However, this course should provide you with a structured way of thinking about product development. It will also provide you with an up-to-date "toolbox" for developing and managing new products. In addition to lectures and case discussions, the class will include

several hands-on individual assignments and a group project intended to simulate the development process of a new product or service.

**GEB 5212: Professional Writing in Business; 1 Credit; Letter Graded**

Presidents of Fortune 500 companies and top CEOs consistently place good written and oral communication among the top five must-have skills for employees. This course will improve your writing skills as you prepare to advance your careers. In this course, you will learn strategies that will enable you to write memos, emails, reports, and other documents that will sell your ideas, clinch that promotion, or nail down that ideal job.

**ENT 6933: Entrepreneurship Lecture Series; 1 Credit; Letter Graded**

Students will evaluate cases written by visiting entrepreneurs. The cases will then be discussed live with the entrepreneurs during a speaking engagement held on Friday mornings.

**GEB 5215: Professional Communication in Business; 1 Credit; Letter Graded**

Presidents of Fortune 500 companies and top CEOs consistently place good written and oral communication among the top five must-have skills for employees. This course will improve your writing skills as you prepare to advance your careers. In this course, you will learn strategies that will enable you to write memos, emails, reports, and other documents that will sell your ideas, clinch that promotion, or nail down that ideal job.

**ENT 6930: Special Topics (Entrepreneurial Marketing); 2 Credits; Letter Graded**

This is a course about becoming a very different kind of marketer, which requires the adoption of a very different kind of mindset. It is based on a dramatically new perspective on marketing. Recent years have witnessed the use of such terms as subversive marketing, disruptive marketing, radical marketing, guerrilla marketing, viral marketing, convergence marketing and expeditionary marketing. Each reflects an alternative approach to conventional marketing. This course represents an attempt to bring together these perspectives by providing an integrative framework called “entrepreneurial marketing” (EM).

**ENT 6930: Special Topics (Entrepreneurial Profitability Metrics); 2 Credits; Letter Graded**

Students will learn to understand the importance of timely, accurate and complete financial information in managing their business, be able to identify and apply business metrics, be able to identify and apply incentives, and understand the importance of business culture in a successful business.

**GEB 6930: Special Topics (Global Entrepreneurship Study Program); 2 Credits; Letter Graded**

The Global Entrepreneurship Study Program is designed to introduce students to global entrepreneurial perspectives and cultural differences. By visiting various businesses and organizations, as well as participating in academic lectures, students will gain a more practical understanding of entrepreneurship as a global economic development engine from individuals who actually work within the entrepreneurial environment.

**ENT 6416: Venture Finance; 2 Credits; Letter Graded**

Students will learn about venture capital and private equity investing by exercising the skills used by professional firms. Learning activities will include: developing and evaluating business plans, valuation and calculating potential investment returns, deal structuring, and developing debt structuring models. The course will explore the application of corporate finance tools to new venture and private equity transactions including forecast simulations and the application of real options. Although the course will emphasize venture financing, the student will also

grasp the need to integrate all aspects of business strategy to assess new venture formulation from both the entrepreneur and the investor's perspective.

**ENT 6946: Entrepreneurial Consulting Project; 2 Credits; Letter Graded**

Teams of 3-6 students are assembled to do fundamental business consulting for startup companies in the area, professors with inventions (via OTL), students with business ideas, and companies worldwide employing UF alumni. Results of a successful project include effective collaboration/teamwork, creation of clear and meaningful vision/goals, and delivery of a roadmap to success. There are weekly meetings with the instructor and perhaps with the client. During these meetings teams review the last week's action items, review the long term goals of the project, and determine the next week's action items. Most research is done outside of these weekly meetings.

**ENT 6950: Integrated Technology Ventures; 2 Credits; Letter Graded**

ITV brings together teams of engineering, business, and law students to work together to commercialize a technology that was developed by one of the researchers at UF. These sub-teams are guided by an engineering, business, and law coach respectively. The sub-teams and coaches are all guided by a volunteer chief executive officer from the area. The CEO is someone with real-world business experience and success. All parties work in tandem throughout the length of the program just as a real startup company would.

**ENT 6930: Special Topics (Strategic Entrepreneurship); 2 Credits; Letter Graded**

This course deals with the strategy of entrepreneurial organizations. The objective of the course is to provide students with a fundamental knowledge of the theory and application of strategic management. The course is designed to assist participants in learning about the theory and practice of strategic management, applying the concepts and techniques to management problems, working as a management team on strategic problems.

**ENT 6706: Global Entrepreneurship; 2 Credits; Letter Graded**

This course deals with the international entrepreneurship from the perspective of the firm and entrepreneurial managers operating in an international environment. International entrepreneurship is the intersection of entrepreneurship, international business, and strategy. The objective of the course is to provide students with a fundamental knowledge of the theory and application of global entrepreneurship.

**ENT 6506: Social Entrepreneurship; 2 Credits; Letter Graded**

The purpose of this course is to provide students with an introduction to the major opportunities and challenges facing social entrepreneurs and their ventures. Social entrepreneurship's rapid emergence over the past decade has coincided with the rise of information technology that has given individuals more power now than at any point in history. The social entrepreneurs question is simple: How can we use that power to make a positive, lasting contribution to society?

**ENT 6930: Special Topics (High Tech Entrepreneurship); 2 Credits; Letter Graded**

Managing technology-oriented start-ups are different from other start-ups for its fast-paced, ever evolving nature of the sector. The course explores a series of conceptual tools to help students to become a successful technology strategist. Focusing on strategies, this course aims to provide a more focused understanding of what is actually happening at the intersection of concepts of small business start-ups and characteristics of technology management.

**BUL 6930: Special Topics (Law for Entrepreneurs); 2 Credits; Letter Graded**

This course examines the legal aspects in starting and growing a company (small or medium-sized business or SMEs) including, strategies for ensuring compliance with the law; use of law and the legal system to increase predictability, maximize value, marshal resources, and manage risk in an entrepreneurial enterprise. Since law permeates every act of an entrepreneurship enterprise, the course will consist of a broad survey of legal issues that confront new and existing small and medium-sized businesses.

**ENT 6930: Special Topics (Corporate Innovation); 2 Credits; Letter Graded**

It has been said that entrepreneurship is to the company what speed is to the athlete. In the quest for sustainable competitive advantage, companies are finding that lower costs, higher quality and better customer service are not enough. Today, they must be faster, more flexible, more aggressive and more innovative in order to maintain the competitive edge. In short, they must be more entrepreneurial. Most managers would acknowledge this conclusion, and yet few seem to understand what corporate entrepreneurship really is, or how to make it happen. It is these issues that are the subject matter of the Corporate Venturing course. The so-called "bottom line" of this course concerns how to find the Richard Branson's, the Ted Turners, and the Bill Gates within the mainstream of the company...on the shop floor, in the sales force, at the reception desk, in the research laboratory. The focus is on creating work environments where entrepreneurship is not the exception, it is the norm. This will be a course of many questions, issues and controversies, and students will be challenged to develop and defend their opinions regarding these matters. It is also an applied course, where students must take the ideas, concepts, tools, and frameworks to which they are exposed and apply them in a series of real world cases and contexts.

**GEB 6930: Special Topics (Doing Business in Asia); 2 Credits; Letter Graded**

The course will proceed by a brief survey examination of the Asian business environment in general, along with that of each country's history, culture, and economy, before going on to examine specific management practices in each country. Country specific activities will culminate with student teams engaging in an in-depth case analysis and presentation of an Asian-based corporation and its business operations and practices within a global competitive environment. On an individual level, students will develop a discussion paper on the business practices and operations of a specific multinational corporation in the context of a chosen country within the region.

**MAR 6930: Special Topics (Retail in Emerging Markets); 2 Credits; Letter Graded**

The course will proceed by a brief survey examination of the Asian business environment in general, along with that of each country's history, culture, and economy, before going on to examine specific management practices in each country. Country specific activities will culminate with student teams engaging in an in-depth case analysis and presentation of an Asian-based corporation and its business operations and practices within a global competitive environment. On an individual level, students will develop a discussion paper on the business practices and operations of a specific multinational corporation in the context of a chosen country within the region.

**ENT 6016: Venture Analysis; 2 Credits; Letter Graded**

The course will be organized around virtual cases. Students will be organized into teams for the entire course. Tuesday of each week will be devoted to a presentation to the class by an entrepreneur who is seeking advice about either his business concept or a business issue of significance that he currently is facing. The second Thursday following each case presentation

will be devoted to a presentation to the class by the team responsible for evaluation of the current project. The presenting team will be required to also submit a final report two days following its presentation (two copies, please, one of which will be given to the entrepreneur) covering its analysis together with the points derived from the general discussion. Team members will be graded both on their presentation and on the final report. There will not be a final exam in the traditional sense for this course.

### **ENT 6116: Business Plan Formation; 2 Credits; Letter Graded**

Countless books have been written on business plan formation. Software of many varieties is available to guide the development of business plans. All of these embody various versions of templates for a business plan. This should suggest that there is no standard for plan templates. We will examine the key elements that facilitate the presentation of a venture idea, and we'll synthesize a template in this course that comprises a full discussion of these key elements and organizes them into a compelling presentation in the form of a plan.

### **ENT 5275: Family Business Management; 2 Credits; Letter Graded**

Family businesses are the primary engine of economic growth and vitality in free economics all over the world. They constitute the whole gamut of enterprises in which an entrepreneur or next-generation CEO and one or more family members influence the firm via their participation, their ownership control, their strategic preferences, and the culture and values they impart to the enterprise. The course will explore and analyze small and family business continuity challenges, small business management, and family and governance practices for leading successful small and family owned businesses. This course is designed to help you understand the strategy, environment, and decision-making processes most important for creating, owning, and successfully operating a small and family business. The course will cover the theory and actual practices of small and family businesses on topics that include the competitive strengths and weaknesses in a small and family firm. Hands-on learning practicum occurs throughout the course through actual real-world scenarios that place you in the roles of entrepreneur, analyst, manager, and business owner. This course will be taught in lecture format, including a heavy emphasis on discussion and participation, many interesting video presentations, and guest speakers.

- F. **For degree programs in the science and technology disciplines, discuss how industry-driven competencies were identified and incorporated into the curriculum and indicate whether any industry advisory council exists to provide input for curriculum development and student assessment.**

N/A

- G. **For all programs, list the specialized accreditation agencies and learned societies that would be concerned with the proposed program. Will the university seek accreditation for the program if it is available? If not, why? Provide a brief timeline for seeking accreditation, if appropriate.**

The WCBA is accredited by the Association to Advance Collegiate Schools of Business (AACSB). The WCBA has maintained accreditation since 1929. During the last accreditation visit in 2009, there were no recommendations for changes to the existing programs. The next maintenance of accreditation visit is scheduled for February 2014. Below you will find the

## Master of Science, with a major in Entrepreneurship Assurance of Learning Review Process Timeline.

<b>Entrepreneurship Assurance of Learning Review Process</b>																
<b>GOALS &amp; OBJECTIVES</b>	Sp '09	Su '09	F '09	Sp '10	Su '10	F '10	Sp '11	Su '11	F '11	Sp '12	Su '12	F '12	Sp '13	Su '13	F '13	Sp '14
CEI MSE Committee Review of Learning Goals & Objectives (at least every three years)			X						X			X			X	
<b>DATA COLLECTION</b>	Sp '09	Su '09	F '09	Sp '10	Su '10	F '10	Sp '11	Su '11	F '11	Sp '12	Su '12	F '12	Sp '13	Su '13	F '13	Sp '14
Pre-screen (summer)					X	X	X	X	X	X	X	X	X	X	X	
Exit Interview		X			X			X			X			X		
Final Exam (summer)					X			X			X			X		
<b>DATA ANALYSIS</b>	Sp '09	Su '09	F '09	Sp '10	Su '10	F '10	Sp '11	Su '11	F '11	Sp '12	Su '12	F '12	Sp '13	Su '13	F '13	Sp '14
CEI MSE Committee Analyzes and Discusses Pre-Screen and Final Exam Data (end of summer term)		X			X			X			X			X		
<b>CURRICULUM ADJUSTMENTS</b>	Sp '09	Su '09	F '09	Sp '10	Su '10	F '10	Sp '11	Su '11	F '11	Sp '12	Su '12	F '12	Sp '13	Su '13	F '13	Sp '14
Curriculum and/or Course Adjustments Submitted for Upcoming Catalog Year (end of fall term)			X			X			X			X			X	
<b>ADJUSTMENTS IMPLEMENTED</b>	Sp '09	Su '09	F '09	Sp '10	Su '10	F '10	Sp '11	Su '11	F '11	Sp '12	Su '12	F '12	Sp '13	Su '13	F '13	Sp '14
Curriculum and/or Course Adjustments Implemented (usually one year post approval)		X			X			X			X			X		

H. For doctoral programs, list the accreditation agencies and learned societies that would be concerned with corresponding bachelor's or master's programs associated with the proposed program. Are the programs accredited? If not, why?

N/A

I. Briefly describe the anticipated delivery system for the proposed program (e.g., traditional delivery on main campus; traditional delivery at branch campuses or centers; or nontraditional delivery such as distance or distributed learning, self-paced instruction, or external degree programs). If the proposed delivery system will require specialized services or greater than normal financial support, include projected costs in Table 2 in Appendix A. Provide a narrative describing the feasibility of delivering the proposed program through collaboration with other universities, both public and private. Cite specific queries made of other institutions with respect to shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.

The program utilizes traditional delivery on the main campus of the University of Florida and does not require any special services. In addition, as it currently stands, the program is not set up for cross-university collaboration and has neither received nor initiated any inquiries.

## IX. Faculty Participation

- A. Use Table 4 in Appendix A to identify existing and anticipated ranked (not visiting or adjunct) faculty who will participate in the proposed program through Year 5. Include (a) faculty code associated with the source of funding for the position; (b) name; (c) highest degree held; (d) academic discipline or specialization; (e) contract status (tenure, tenure-earning, or multi-year annual [MYA]); (f) contract length in months; and (g) percent of annual effort that will be directed toward the proposed program (instruction, advising, supervising internships and practica, and supervising thesis or dissertation hours).

See Table 4 in Appendix A. All of the faculty outlined have been/will be teaching in the program through Year 5.

- B. Use Table 2 in Appendix A to display the costs and associated funding resources for existing and anticipated ranked faculty (as identified in Table 2 in Appendix A). Costs for visiting and adjunct faculty should be included in the category of Other Personnel Services (OPS). Provide a narrative summarizing projected costs and funding sources.

See Table 2 in Appendix A for cost and funding information. Delivery costs for the program currently sum to ~\$296,228 (the program is currently in existence). These costs are spread across Faculty Salaries and Benefits (\$189,728), TEAMS Salaries and Benefits (\$75,000), and Other Personal Services (\$31,500). Assuming a 10% increase in costs over the coming 5 years, the Year 5 cost total is estimated at \$325,851. The resultant E&G Cost per FTEs are as follows:

- Year 1 = \$9,404
- Year 2 = \$6,034

- C. Provide in the appendices the curriculum vitae (CV) for each existing faculty member (do not include information for visiting or adjunct faculty).

CVs for faculty can be found in Appendix B. Biographies of the faculty are as follows:

### William Rossi

Bill Rossi has extensive experience in finance, general business, sales and operations management and has held several senior level positions with Ford, Goodrich and Picker International. After relocating to Florida in 1986, Bill worked in executive management positions in smaller, entrepreneurial companies, and has been a principal in several. He has been a faculty member in the Warrington College of Business Administration at UF since 2001, and teaches several courses, including Principles of Entrepreneurship, Entrepreneurial Planning, Business Plan Formation, Venture Finance, Venture Analysis and Creativity. Also, Bill received the Teacher of the Year Award for the Warrington College of Business Administration for 2010/2011, and this was the second time he received this award in the past five years. Bill also is the Associate Director of the Center for Entrepreneurship and Innovation at UF. In addition to his responsibilities at the University, Bill is a consultant in venture financing and valuation and expert witness valuation.

### Linda Clarke

Dr. Clarke has taught in graduate schools of business, economics, and engineering in Asia, the Caribbean, and the United States, including American University, The University of Florida, Florida International University, Florida Atlantic University, Fudan University, The Ibero-American University, The University of Technology, and in the University of North Carolina System. Over the years she has also worked professionally as a manager, consultant, scientist, or engineer in companies such as Michelin Tire Corp., Science Museums of Charlotte, IBM,



Duke Energy, Rexham/Bowater, Broadway & Seymour, First Union Corp., and others.

### **Steve Stolberg**

Steve Stolberg is a pioneering CEO/CFO in diverse industries leading startup ventures, turnaround initiatives, scalable growth strategies and private equity transactions. He is accomplished in developing the vision, direction and operational infrastructure imperative to sustainable corporate growth and industry dominance. He has a strong track record of aligning financial strategy and operational tactics with desired business objectives to maximize a corporation's competitive standing; drive bottom-line results; and maximize shareholder value.

### **Steve LaBarbera**

Mr. LaBarbera joined the University of Florida in 1999 as the MBA Program Director of Marketing, became the Director of Career Services in the M.B.A. program for 9 years, and for the past 3 years has been a Professor in the Marketing Department. His previous background is primarily consumer marketing. Among others, Steve has worked for Procter & Gamble, Frito-Lay, Kimberly Clark, and Coca Cola in their brand marketing departments. In addition, Mr. LaBarbera's career included positions of Vice Presidents of Marketing for a financial institution and a consumer product corporation, as COO of a Herman Lay subsidiary now owned by Beatrice Foods, and as CEO and COO of his own marketing consulting firm. Steve was also on the teaching staff of Regis College in Denver, Colorado, the University of Denver, and the Universities of Texas at Dallas and Arlington. He received his BA from Hanover College in Indiana in 1968. In 1970 he earned his MBA with Emphasis in Marketing, from the University of Southern California. He has served the community volunteering with the Boy Scouts of America, YMCA sports programs, extensive service for his church, and is active in pet rescue groups.

### **Chip Vara**

Since 2006, Chip has been the Director of Operations for Wave Contact Lens System, a provider of contact lens design software and custom contact lenses. Prior to joining Wave, he spent seven years as the Sr. Business Analyst for Enterprise North Florida Corporation specializing in strategic marketing, business planning and financial modeling. In 2004, Chip was invited by the Center of Innovation & Entrepreneurship to teach the capstone course, New Venture Creation, for the newly created professional Masters of Science in Entrepreneurship program at the University of Florida's Warrington College of Business Administration. As a member of the PSME faculty, he has received the Outstanding Faculty Award for 2005 and 2008. In 2007, Chip presented a novel new venture valuation technique at the 30<sup>th</sup> annual Institute for Small Business & Entrepreneurship Conference in Glasgow, Scotland. In 2010, he presented the paper, "Risk-Based New Venture Valuation Technique" at the annual United States Association for Small Business and Entrepreneurship meeting in Nashville. Beginning in 2011, Chip was invited to create and teach the new Lean Entrepreneurship Accelerator Program (L.E.A.P.) in the MS Entrepreneurship curriculum where all students are required to start a business. Chip has more than 30 years of managerial expertise in the areas of marketing, product management, R&D and manufacturing. Before joining ENFC, he spent over 20 years with Graham Magnetics, Inc, Ampex Corporation, Milliken & Company and his own consulting firm, Vara & Associates. He holds a Bachelor of Science degree in chemical engineering from the University of Florida and an MBA from Texas Christian University.

### **Michael Morris**

Michael Morris, PhD is a Professor and holds the N. Malone Mitchell Chair in Entrepreneurship at Oklahoma State University, where he established the first School of Entrepreneurship at a

major U.S. research university. Formerly the Witting Chair at Syracuse University, his entrepreneurship programs have consistently been ranked among the top ten by *US News and World Report*, *Fortune Small Business*, and the *Princeton Review/ Entrepreneur Magazine*. He is a pioneer in curricular innovation and a leader in high impact experiential engagement with the entrepreneurial community. Professor Morris founded and annually runs the Experiential Classroom, the leading forum on best practices in entrepreneurship education. He also annually leads the Entrepreneurship Empowerment in South Africa (EESA) Program, working with historically disadvantaged entrepreneurs near Cape Town. A widely published author and researcher, Dr. Morris has written nine books and over 130 peer-reviewed academic articles in the *Journal of Business Venturing*, *Journal of Management*, *Entrepreneurship Theory and Practice*, *Journal of Business Ethics*, *Journal of International Business Studies*, and *Journal of the Academy of Marketing Science*, among others. He is the co-editor of the Entrepreneurship Series published by Prentice-Hall, and for six years served as editor of the *Journal of Developmental Entrepreneurship*. Professor Morris is a former president of the United States Association for Small Business & Entrepreneurship (USASBE), and has chaired the American Marketing Association's Task Force on Marketing and Entrepreneurship. In addition, he has been a principal in three entrepreneurial start-ups. Twice honored by Pi Sigma Epsilon as national Faculty Advisor of the Year, Dr. Morris has received the Edwin M. and Gloria W. Appel Prize for contributions to the field of entrepreneurship, and is a recipient of the regional Ernst and Young Entrepreneur of the Year Award. He is a former Fulbright Scholar (South Africa, 1993), was selected as one of the top twenty entrepreneurship professors in the United States by *Fortune Small Business*, and has been inducted as a "21st Century Entrepreneurship Research Fellow" by the Global Consortium of Entrepreneurship Centers. In 2011 Morris received the Leavey Award from the Freedoms Foundation for affecting private enterprise education, and in 2012 was selected as the Entrepreneurship Educator of the Year by USASBE.

### **Aner Sela**

Aner Sela is an Assistant Professor of Marketing at the University of Florida Warrington College of Business, where he teaches courses on new product development. He received his Ph.D. in Business from Stanford University. Professor Sela's research focuses on how people make decisions and form evaluations. His work highlights how everyday decisions both shape and are shaped by people's subjective experiences of difficulty, their lay-theories and intuitions, and their spontaneous inference-making processes.

### **Jane Douglas**

Jane is currently an Associate Professor with the Warrington College of Business Administration. She graduated from the University of Michigan with both her BA and MA and from New York University with her Ph.D.

### **Sean Limon**

Dr. Limon is a professor of Communication at the University of Florida. He graduated from Fresno State University with a BA in Speech Communication, completed his MS in Communication at Illinois State University and his Ph.D. in Communication at Michigan State University.

### **Jim Parrino**

Parrino earned his Ph.D. in Finance from the Darden Graduate School of Business Administration after receiving his MBA in Finance from George Washington University and his B.S. from UF's Fisher School of Accounting. Jim has more than 16 years of experience in the area of corporate finance consulting. He also helped found Telesis Partnership, a leading advisor to

financial institutions on investment banking and corporate finance issues. Parrino, who was recently teaching at Babson College, will share with students his expertise in the area of Venture Capital and Private Equity.

### **John Kraft**

John Kraft became Dean of the Warrington College of Business Administration, the Heavener School of Business, the Fisher School of Accounting, and the Hough Graduate School of Business at the University of Florida in July 1990. Dean Kraft has a B.S. in mathematics from St. Bonaventure University and M.A. and Ph.D. degrees in economics from the University of Pittsburgh. At Florida, Dean Kraft has provided leadership for a major enhancement improving the College's total revenue from \$10 million to \$86 million; raising the endowment from \$10 million to \$160 million; and expanding graduate student enrollment from 300 to 2000 students.

### **John Banko**

Dr. Banko is currently a professor of Finance at the University of Florida where he completed his Ph.D. in Finance in 2003. He has previously worked as a Senior Consultant with Accenture.

### **Paul Madsen**

Paul is an Assistant Professor of Accounting at the University of Florida. Previously he worked as accountant with National Wood Products. He graduated from the University of Utah with an MS in Finance in 2005 and from Emory University's Goizueta Business School with and a Ph.D. in Accounting in 2010.

### **Chien-Chi Tseng**

Dr. Tseng is a postdoctoral fellow in CEI. He is currently teaching entrepreneurship related courses. He completed his doctorate in human resource development at the University of Minnesota in 2010. Prior to his doctoral study, he had 16 years' experience in industry, research, and teaching. As the Manager of the Incubation Center for the National Taiwan University between 1998 and 2002, he was able to support, encourage, and mentor more than 100 SMEs as they developed their respective businesses in incubation centers in Taiwan. Also, during this time period he was selected as the Best Incubation Center Manager of Year 2001 in Taiwan and was selected to serve on the four person Taiwanese National Research Team of Global Entrepreneurship Monitoring research projects in 2002-2003. One of his publications was ranked in the top ten of all articles published in the *Journal of European Industrial Training* in 2009 and was also selected for inclusion in Emerald Reading List Assist in 2011. In addition, he was selected for the Emerging Diversity Scholar Award at the University of Michigan, National Center for Institutional Diversity in 2010-2011. His research interests include small and family business management, entrepreneurship, and organizational learning and performance.

### **Yongseok Jang**

Dr. Jang is currently working as a post-doctoral fellow at Center for Entrepreneurship and Innovation at University of Florida, where he has earned his Ph.D. in urban and regional planning, with an area of focus in economic development. He has written his dissertation, 'Evaluating Technology Business Incubators as a Tool of Government Intervention: Public vs Private'. With his current position, he teaches high-tech entrepreneurship and conducts multiple research projects in entrepreneurship. Upon finishing the AACSB endorsed Post-Doctoral Bridge Program (PDBP), his academic qualification (AQ) to teach at an accredited business program is certified. His main goal in pursuing my academic career is to contribute to the field of high-tech entrepreneurship. To achieve this goal, he is working on research projects and case studies relating to two areas of entrepreneurship that are highly topical. First, he is

interested in how innovation is managed, most particularly in terms of strategies for the field of technology and the roles financial management plays in innovation. His second area of interest is education in entrepreneurship, especially examining how teaching fosters entrepreneurship in technology.

### **Ted Astleford**

Ted Astleford has overseen the experiential learning programs of the University of Florida's Center for Entrepreneurship and Innovation since 2004. This involves coaching and coordinating graduate business students to perform professional business consulting for early-stage companies. He also coaches the business teams participating in the Innovation Technology Ventures program, a new-product development partnership between the engineering and business schools. Mr. Astleford has also been an integral part of the founding of several companies, both non-profit and for-profit. These include the Columbus (Ohio) Affordable Housing Trust, the Climate Standards Institute, and Startup Fusion. He is also a partner in X-linear, a business consulting company. In 2010, he co-founded Startup Hour, a monthly happy hour where Gainesville's young techies and entrepreneurs go to connect. Mr. Astleford has a bachelor of science in business administration with a major in finance and a master of business administration with concentrations in finance and strategy, both from the University of Florida.

### **Jamie Kraft**

Jamie came to the Center for Entrepreneurship and Innovation (CEI) at the University of Florida from Deloitte Consulting where he spent several years as a management consultant focusing primarily on economic performance evaluation, competitive assessment and strategic development for clients in the manufacturing and consumer products industries. He graduated from the University of Arizona with an undergraduate degree in Microbiology and from the University of Florida as a Matherly Scholar with a Master's degree in Business Administration specializing in Finance, Operations Management, and Business Strategy. Before starting with the Center, Jamie spent one year in Paris studying the French language. He is the Center's Director, has served as the instructor for an undergraduate New Venture Creation course focusing on technology commercialization and currently manages the Entrepreneurship Case Lecture Series as well as the Global Entrepreneurship Study Program.

- D. Provide evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service. Such evidence may include trends over time for average course load, FTE productivity, student HC in major or service courses, degrees granted, external funding attracted, as well as qualitative indicators of excellence.**

To-date, the program has graduated 397 students, raised more than \$6 million dollars in funding support through endowments and has been named the Top National Model Graduate Entrepreneurship Program. Faculty members teaching courses in the program are affiliated with various WCBA departments, including Economics, Finance, Management, and Marketing. As such, the program is best represented by evidence of the WCBA's productivity, research and service.

## - FACULTY COMPARISON ACROSS PEER GROUP -

	 FLORIDA	 Illinois	 Indiana	 Maryland	 Michigan	 MI State	 N. Carolina	 Ohio State	 Penn State	 Texas	 Wash.	 Wisconsin
Total Faculty	107*	124	198	154	151	137	111	122	128	148	100	97
Degrees	2,238	1,414	2,293	1,185	1,206	1,482	941	1,892	1,859	1,996	875	855
Undg	1,162**	685	1,445	936	335	1,039	356	1,483	1,705	1,067	673	615
MBA	527	181	602	146	770	246	453	293	118	580	190	120
Sp Masters	538	535	227	78	86	189	120	115	23	329		103
Ph.D.	11	13	19	25	15	8	12	1	13	20	12	17
Degrees/Faculty	21	11	12	8	8	11	8	16	15	13	9	9
Op Budget	61,698,388	73,395,400	124,530,620	68,423,926	117,656,233	38,330,488	68,891,000	66,868,905	44,992,999	84,635,325	50,590,000	62,830,494
Endowment	152,493,495	74,773,100	131,838,375	40,695,191	364,547,840	65,178,889	141,776,859	122,282,677	77,082,243	230,433,508	100,973,580	180,000,000

\* Includes Economics Department with 16 faculty; no other b-school listed in this comparison has an Economics Department within their b-school

Source: AACSB (as of June 30, 2011)

\*\* Includes 67 BS-Eco degrees in b-school

## - WARRINGTON DEGREES 2002-2012



## - ENROLLMENT IN MASTERS PROGRAMS -

In-Residence Masters Programs	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012(est)
MBA	299	313	224	121	110	134	131	100	115	140	136	140	140	120	113
Macc	248	202	179	203	221	196	242	235	181	184	211	229	235	218	210
MS-ISOM	84	142	153	150	143	141	105	120	151	145	140	147	208	230	307
MS-Man	0	0	88	82	65	74	97	112	92	144	161	159	125	145	183
MA-Int Bus	0	0	51	63	55	56	74	93	89	117	163	141	180	168	208
MS-Fin	0	0	0	22	25	18	32	25	30	38	41	46	48	54	53
MS-Real Est.	15	24	28	27	27	22	28	36	29	32	30	30	25	22	30
MS- Ent.	0	0	0	0	0	0	0	5	21	20	36	34	38	35	31
<b>Total Spec. Masters</b>	<b>347</b>	<b>368</b>	<b>499</b>	<b>547</b>	<b>536</b>	<b>507</b>	<b>578</b>	<b>626</b>	<b>593</b>	<b>680</b>	<b>782</b>	<b>786</b>	<b>859</b>	<b>872</b>	<b>1022</b>
<b>Total In-residence</b>	<b>646</b>	<b>681</b>	<b>723</b>	<b>668</b>	<b>646</b>	<b>641</b>	<b>709</b>	<b>726</b>	<b>708</b>	<b>820</b>	<b>918</b>	<b>926</b>	<b>999</b>	<b>992</b>	<b>1135</b>
<b>Exec &amp; Professional MBA</b>	<b>118</b>	<b>156</b>	<b>231</b>	<b>304</b>	<b>381</b>	<b>438</b>	<b>538</b>	<b>660</b>	<b>708</b>	<b>829</b>	<b>817</b>	<b>800</b>	<b>790</b>	<b>764</b>	<b>800</b>
<b>Total Masters</b>	<b>764</b>	<b>837</b>	<b>954</b>	<b>972</b>	<b>1027</b>	<b>1079</b>	<b>1247</b>	<b>1386</b>	<b>1416</b>	<b>1649</b>	<b>1735</b>	<b>1726</b>	<b>1789</b>	<b>1756</b>	<b>1935</b>

## Student Credit Hours (SCH) and Enrollment by Term, Department and Level

### - SCH AND ENROLLMENT BY TERM, DEPARTMENT, AND LEVEL -

Department	CourseLevel	SUM OF FUNDED SCH			
		Summer 2011	Fall 2011	Spring 2012	Total
DEAN	GRAD	4	205	382	591
	LOWER	2	6	4	12
	UPPER	952	1,400	1,218	3,570
<b>DEAN Total</b>		<b>958</b>	<b>1,611</b>	<b>1,604</b>	<b>4,173</b>
CMC	GRAD	391	310	386	1,087
	UPPER	-	1,353	1,344	2,697
<b>CMC Total</b>		<b>391</b>	<b>1,663</b>	<b>1,730</b>	<b>3,784</b>
ES	GRAD	79	884	604	1,567
	LOWER	2,284	8,032	8,120	18,436
	T/D	43	60	57	160
	UPPER	252	3,570	3,880	7,702
<b>ES Total</b>		<b>2,658</b>	<b>12,546</b>	<b>12,661</b>	<b>27,865</b>
ENT	GRAD	314	590	778	1,682
	UPPER	700	2,156	3,100	5,956
<b>ENT Total</b>		<b>1,014</b>	<b>2,746</b>	<b>3,878</b>	<b>7,638</b>
FIRE	GRAD	451	1,831	1,860	4,142
	T/D	30	9	80	119
	UPPER	2,106	5,588	4,551	12,245
<b>FIRE Total</b>		<b>2,587</b>	<b>7,428</b>	<b>6,491</b>	<b>16,506</b>
FSOA	GRAD	360	2,322	1,725	4,407
	LOWER	1,920	4,300	4,224	10,444
	T/D	12	3	12	27
	UPPER	314	1,628	1,749	3,691
<b>FSOA Total</b>		<b>2,606</b>	<b>8,253</b>	<b>7,710</b>	<b>18,569</b>
ISOM	GRAD	222	2,537	2,086	4,845
	T/D	12	-	6	18
	UPPER	608	4,902	6,350	11,860
<b>ISOM Total</b>		<b>842</b>	<b>7,439</b>	<b>8,442</b>	<b>16,723</b>
MGT	GRAD	677	1,336	1,685	3,698
	T/D	16	26	22	64
	UPPER	1,981	7,508	7,469	16,958
<b>MGT Total</b>		<b>2,674</b>	<b>8,870</b>	<b>9,176</b>	<b>20,720</b>
MKG	GRAD	93	587	521	1,201
	LOWER	9	172	125	306
	T/D	9	3	9	21
	UPPER	2,478	6,099	5,047	13,624
<b>MKG Total</b>		<b>2,589</b>	<b>6,861</b>	<b>5,702</b>	<b>15,152</b>
<b>Grand Total</b>		<b>16,319</b>	<b>57,417</b>	<b>57,394</b>	<b>131,130</b>

**X. Non-Faculty Resources**

- A. Describe library resources currently available to implement and/or sustain the proposed program through Year 5. Provide the total number of volumes and serials available in this discipline and related fields. List major journals that are available to the university's students. Include a signed statement from the Library Director that this subsection and subsection B have been reviewed and approved.**

**Business Library 2.0:** <http://businesslibrary.uflib.ufl.edu/>

The heart of the modern academic business library is its electronic collections. The University of Florida Business Library's subscriptions to business databases, electronic journals, and electronic books compare very favorably with the top ten graduate business programs in public universities as ranked by U.S. News & World Report. What sets UF's Virtual Business Library apart is the easy access it provides to more than 100 business-related databases and the most highly cited research journals. The business library is organized into a series of specially designed guides that make it simple for students and faculty to find and directly access relevant information sources across the curriculum and research agenda. Step-by-step tutorials guide users through the information maze to help them find and combine the most relevant resources. A new question-and-answer service draws on a developing knowledge base to answer unique as well as frequently asked questions. The library subscribes to more than 1,000 scholarly, peer-reviewed journals in the Warrington's doctoral disciplines including all of the core research journals in each field. Total volumes number in the tens of thousands, most of which are online. Core collections of academic research journals and books are referred to by students, researchers, and professional around the world. The Virtual Business Library is valued by many users across campus including The Health Sciences, Law, Engineering, the Office of Technology Licensing, and the Foundation. Total expenditures from all sources exceed \$1,000,000 per year.

As the program has been in existence for 10 years, it is not expected to have a marginal impact on library facilities or costs.

- B. Describe additional library resources that are needed to implement and/or sustain the program through Year 5. Include projected costs of additional library resources in Table 3 in Appendix A.**

At this time, there are no plans to add additional resources specifically for the proposed program.

---

**Signature of Library Director**

Judy Russell ([judruss@uflib.ufl.edu](mailto:jdruss@uflib.ufl.edu))

---

**Date**

- C. Describe classroom, teaching laboratory, research laboratory, office, and other types of space that are necessary and currently available to implement the proposed program through Year 5.**

The WCBA has been offering the Master of Science, with a Major in Entrepreneurship under the Business Administration umbrella. The existing program is housed in William R. Hough Hall (Hough Hall). At Hough Hall, students have access state-of-the-art classrooms, as well as program offices, breakout rooms, student lounges and lockers. All of the classrooms are

equipped with modern instructional technology and tiered for case-study style presentations. In addition, students in Hough Hall have access to Graduate Business Career Services and the Financial Markets Laboratory, which allows students to gain hands-on experience using Bloomberg terminals and a wide spectrum of real business applications. The proposed program would have access to the same classrooms, program offices, breakout rooms, student lounges and lockers as the existing Master of Science, with a Major in Entrepreneurship degree.

- D. Describe additional classroom, teaching laboratory, research laboratory, office, and other space needed to implement and/or maintain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Table 2 in Appendix A. Do not include costs for new construction because that information should be provided in response to X (J) below.**

No new resources needed.

- E. Describe specialized equipment that is currently available to implement the proposed program through Year 5. Focus primarily on instructional and research requirements.**

No specialized equipment needed. No additional resources needed.

- F. Describe additional specialized equipment that will be needed to implement and/or sustain the proposed program through Year 5. Include projected costs of additional equipment in Table 2 in Appendix A.**

No additional specialized equipment needed.

- G. Describe any additional special categories of resources needed to implement the program through Year 5 (access to proprietary research facilities, specialized services, extended travel, etc.). Include projected costs of special resources in Table 2 in Appendix A.**

No new resources needed.

- H. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5. Include the projected costs in Table 2 in Appendix A.**

The program does not have any fellowships or assistantships allocated in support of students.

- I. Describe currently available sites for internship and practicum experiences, if appropriate to the program. Describe plans to seek additional sites in Years 1 through 5.**

The program does not require any internship or practicum experiences beyond current programmatic experiential learning through coursework.

- J. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. Table 2 in Appendix A includes only Instruction and Research (I&R) costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase as a result of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs in particular would necessitate increased costs in non-I&R activities.**

No new expenditures needed.



## APPENDIX A

**APPENDIX A**  
**TABLE 1-B**  
**PROJECTED HEADCOUNT FROM POTENTIAL SOURCES**  
**(Graduate Degree Program)**

Source of Students (Non-duplicated headcount in any given year)*	Year 1		Year 2		Year 3		Year 4		Year 5	
	HC	FTE	HC	FTE	HC	FTE	HC	FTE	HC	FTE
Individuals drawn from agencies/industries in your service area (e.g., older returning students)	0	0	0	0	0	0	0	0	0	0
Students who transfer from other graduate programs within the university**	0	0	0	0	0	0	0	0	0	0
Individuals who have recently graduated from preceding degree programs at this university	20	18	20	18	25	22.5	25	22.5	30	27
Individuals who graduated from preceding degree programs at other Florida public universities	10	9	10	9	15	13.5	15	13.5	20	18
Individuals who graduated from preceding degree programs at non-public Florida institutions	0	0	0	0	0	0	0	0	0	0
Additional in-state residents***	0	0	0	0	0	0	0	0	0	0
Additional out-of-state residents***	0	0	0	0	0	0	0	0	0	0
Additional foreign residents***	5	4.5	5	4.5	7	6.3	7	6.3	10	9
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>35</b>	<b>31.5</b>	<b>35</b>	<b>31.5</b>	<b>47</b>	<b>42.3</b>	<b>47</b>	<b>42.3</b>	<b>60</b>	<b>54</b>

\* List projected annual headcount of students enrolled in the degree program. List projected yearly cumulative ENROLLMENTS instead of admissions.

\*\* If numbers appear in this category, they should go DOWN in later years.

\*\*\* Do not include individuals counted in any PRIOR category in a given COLUMN.

**APPENDIX A**

**TABLE 2  
PROJECTED COSTS AND FUNDING SOURCES**

Instruction & Research Costs (non-cumulative)	Year 1							Year 5					
	Funding Source						Subtotal E&G, Auxiliary, and C&G	Funding Source					Subtotal E&G, Auxiliary, and C&G
	Reallocated Base* (E&G)	Enrollment Growth (E&G)	Other New Recurring (E&G)	New Non-Recurring (E&G)	Contracts & Grants (C&G)	Auxiliary Funds		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)	Auxiliary Funds	
Faculty Salaries and Benefits	189,728	0	0	0	0	0	\$189,728	208,701	0	0	0	0	\$208,701
TEAMS Salaries and Benefits	75,000	0	0	0	0	0	\$75,000	82,500	0	0	0	0	\$82,500
USPS Salaries and Benefits	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Other Personal Services	31,500	0	0	0	0	0	\$31,500	34,650	0	0	0	0	\$34,650
Assistantships & Fellowships	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Library	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Expenses	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Operating Capital Outlay	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Special Categories	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
<b>Total Costs</b>	<b>\$296,228</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$296,228</b>	<b>\$325,851</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$325,851</b>

\*Identify reallocation sources in Table 3.

\*\*Includes recurring E&G funded costs ("reallocated base," "enrollment growth," and "other new recurring") from Years 1-4 that continue into Year 5.

\*\*\*Identify if non-recurring.

**Faculty and Staff Summary**

	Year 1	Year 5
Total Positions		
Faculty (person-years)	1.25	1.25
Teams (FTE)	1	1
USPS (FTE)	0	0

**Calculated Cost per Student FTE**

	Year 1	Year 5
Total E&G Funding	\$296,228	\$325,851
Annual Student FTE	31.5	54
E&G Cost per FTE	\$9,404	\$6,034

## APPENDIX A

**TABLE 3 (DRAFT)  
ANTICIPATED REALLOCATION OF EDUCATION & GENERAL FUNDS\***

Program and/or E&G account from which current funds will be reallocated during Year 1	Base before reallocation	Amount to be reallocated	Base after reallocation
17060100-101-1100	\$ 133,820	\$ 133,820	\$ -
17060200-143-7800-52050269	\$ 42,440	\$ 42,440	\$ -
17060200-171-1100-F017613	\$ 10,500	\$ 10,500	\$ -
17010100-171-1100-F013554	\$ 7,890	\$ 7,890	\$ -
17200300-143-7800-52D5115	\$ 12,570	\$ 12,570	\$ -
17060200-101-1100	\$ 81,430	\$ 81,430	\$ -
17060100-171-4600-F007910	\$ 7,578	\$ 7,578	\$ -
<b>Totals</b>	\$ 296,228	\$ 296,228	\$ -

\* If not reallocating funds, please submit a zeroed Table 3

**APPENDIX A**  
**TABLE 4 (DRAFT)**  
**ANTICIPATED FACULTY PARTICIPATION**

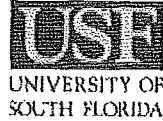
Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Speciality	Rank	Contract Status	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
A	William Rossi, MBA	Master Lecturer	Non-Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	Linda Clarke, Ph.D.	Lecturer	Non-Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	Steve Stolberg, CPA	Adj Lecturer	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Steve Labarbera, MBA	Lecturer	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Chip Vara, MBA	Adj Lecturer	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Michael Morris, Ph.D.	Clinical Prof	Non-Ten	Fall 2014	9	0.75	0.16	0.12	9	0.75	0.16	0.12
A	Aner Sela, Ph.D.	Ast Prof	Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	Jane Douglas, Ph.D.	Aso Prof	Ten	Fall 2014	9	0.75	0.04	0.03	9	0.75	0.04	0.03
A	Sean Limon, Ph.D.	Lecturer	Non-Ten	Fall 2014	12	1.00	0.04	0.04	12	1.00	0.04	0.04
A	Jim Parrino, Ph.D.	Lecturer	Non-Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	John Kraft, Ph.D.	Dean & Prof.	Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	John Banko, Ph.D.	Lecturer	Non-Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	Paul Madsen, Ph.D.	Ast. Prof	Ten	Fall 2014	9	0.75	0.08	0.06	9	0.75	0.08	0.06
A	Chien-Chi Tseng, Ph.D.	Post Doc	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Yongseok Jang, Ph.D.	Post Doc	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Ted Astleford, MBA	Ast In	Non-Ten	Fall 2014	12	1.00	0.08	0.08	12	1.00	0.08	0.08
A	Jamie Kraft, MBA	Aso In	Non-Ten	Fall 2014	12	1.00	0.16	0.16	12	1.00	0.16	0.16
<b>Total Person-Years (PY)</b>								<b>1.25</b>				<b>1.25</b>

Faculty Code	Source of Funding	PY Workload by Budget Classification	
		Year 1	Year 5
A	Existing faculty on a regular line	1.25	1.25
B	New faculty to be hired on a vacant line	0.00	0.00
C	New faculty to be hired on a new line	0.00	0.00
D	Existing faculty hired on contracts/grants	0.00	0.00
E	New faculty to be hired on contracts/grants	0.00	0.00
<b>Overall Totals for</b>		<b>Year 1 1.25</b>	<b>Year 5 1.25</b>

## APPENDIX B

[Translate](#) | [Text Only](#) | [USF](#) | [myUSF](#) | [Directory](#) | [OASIS](#)

Search



CENTER FOR  
ENTREPRENEURSHIP



[Center Overview](#)  
[Faculty & Staff](#)  
[Advisory Board](#)  
[Contact Us](#)

[Academic Programs](#)  
[Master of Science in Entrepreneurship in Applied Technologies](#)  
[Graduate Certificate](#)  
[Undergraduate Minor](#)

[Class Schedule & Resources](#)

[Resources](#)

[Honors College Affiliation](#)

[Global Sustainability Program](#)

[Center Services](#)

[Business Plan Competition](#)

[Innovative Technology Challenge](#)

[Professional Mentoring & Development Program](#)

[Student Field Projects](#)

[USF Entrepreneurial Internship](#)

[Alumni & Student Organizations](#)

[Alumni & Student Organizations](#)

[Alumni & Student Comments](#)

[Research](#)

[Institute of Excellence](#)

# Master of Science in Entrepreneurship in Applied Technologies



The Master of Science in Entrepreneurship in Applied Technologies integrates the principles for successful opportunity recognition,

technology and market assessment, product commercialization, new venture formation, and new venture financing into a single interdisciplinary curriculum.

The degree may be pursued alongside (dual-degree) the MBA or the biomedical engineering, biotechnology, global sustainability and other degree programs. A maximum of two graduate degrees may be pursued concurrently.

This program is **teaching** me how to **create** and **grow** new ventures. It is providing me with the **business acumen** and contacts to take an Idea and **launch** it into a fully functioning **business**.



Eve Spengler, current student

## MS in Entrepreneurship Program Change as of Fall 2013

### Admission Requirements

- Bachelor's Degree or equivalent from regionally accredited institution
- "B" (3.0 on a 4.0 scale) average in all upper division work.
- A graduate level test might be required on an individual basis. GMAT (score of 500 or higher) GRE, LCAT or MCAT may be substituted with an appropriate score.
- 2 Letters of Recommendation

### Admission Deadlines

Domestic Students:

Fall semester: **July 1**

Spring semester: **Nov 1**

International Students:

Fall semester: **May 1**

Spring semester: **Sept 15**

## Erenguc,S. Selcuk

---

**From:** Chari, Kaushal <kchari@usf.edu>  
**Sent:** Monday, September 09, 2013 11:38 AM  
**To:** Erenguc,S. Selcuk  
**Cc:** Kraft,Jamie J; Limayem, Moez  
**Subject:** RE: Program in Entrepreneurship

Dear Selcuk,

We were told by USF provost office that Dr. Glover should send a formal request to USF provost, Dr. Wilcox, along with the proposal, which I believe is the standard protocol.

Best,

Kaushal

---

**From:** Erenguc,S. Selcuk [<mailto:selcuk.erenguc@warrington.ufl.edu>]  
**Sent:** Wednesday, September 04, 2013 9:40 AM  
**To:** Chari, Kaushal  
**Cc:** Kraft,Jamie J; Limayem, Moez  
**Subject:** RE: Program in Entrepreneurship

Dear Kaushal,

Thank you.

Selcuk

### S. Selcuk Erenguc

*Senior Associate Dean and Director*

HOUGH GRADUATE SCHOOL of BUSINESS

*Warrington College of Business Administration, University of Florida*

100 Hough Hall, PO Box 117150, Gainesville, FL 32611

352-392-8436, Fax 352-392-2581

[www.cba.ufl.edu/academics](http://www.cba.ufl.edu/academics)

---

**From:** Chari, Kaushal [<mailto:kchari@usf.edu>]  
**Sent:** Tuesday, September 03, 2013 12:23 PM  
**To:** Erenguc,S. Selcuk  
**Cc:** Kraft,Jamie J; Limayem, Moez  
**Subject:** RE: Program in Entrepreneurship

Dear Selcuk,

My dean is working on this, and you should hear from us in a few days.

Best,

Kaushal

----



Kaushal Chari  
Associate Dean for Research and Professional Programs, College of Business  
Professor of Information Systems & Decision Sciences  
University of South Florida  
Tampa, FL 33620-7800

(813)-974-6768

---

**From:** Erenguc,S. Selcuk [<mailto:selcuk.erenguc@warrington.ufl.edu>]  
**Sent:** Thursday, August 29, 2013 5:11 PM  
**To:** Chari, Kaushal  
**Cc:** Kraft,Jamie J  
**Subject:** Program in Entrepreneurship

Dear Kaushal,

As I indicated in our telephone conversation, the University of Florida's Hough Graduate School of Business is going to submit a new M.S. in Entrepreneurship degree proposal to the UF's Provost Office. We have been offering the Entrepreneurship major under the business administration umbrella and it has been well received. Essentially what we are trying to do is to change the CIP code and call the program Master of Science in Entrepreneurship rather than Master of Science with a major in Entrepreneurship. Ultimate reality, on the ground nothing changes. We will continue to offer what we have been offering. I also want to mention that unlike your program, which is focused on Applied Technologies, ours is a rather general entrepreneurship offering.

Currently, USF is the only other university in the state offering a similar degree with the same CIP code, thus wanted to ask for your collegial support for this endeavor.

I look forward to your response .

Warm regards,

Selcuk

**S. Selcuk Erenguc**

*Senior Associate Dean and Director*

**HOUGH GRADUATE SCHOOL of BUSINESS**

*Warrington College of Business Administration, University of Florida*

100 Hough Hall, PO Box 117150, Gainesville, FL 32611

352-392-8436, Fax 352-392-2581

[www.cba.ufl.edu/academics](http://www.cba.ufl.edu/academics)

## Kraft, Jamie J

---

**From:** Kraft, Jamie J  
**Sent:** Monday, August 26, 2013 11:49 AM  
**To:** fountain@usf.edu  
**Cc:** Erenguc, S. Selcuk  
**Subject:** RE: Your collegial support of our new MS Entrepreneurship Degree

**Importance:** High



Hi Michael,

Just wanted to follow up on this request once more. As we look to submit our document to the Board of Governors in the near future, we'll want to include a letter of support or concern from USF. I've outlined the differentiation of the two programs and included information on the MSE in Applied Technologies. At this point we'll just need an indication from your college or provost regarding thoughts. Thanks!

---

## Mr. Jamie Jonathan Kraft, MBA

*Director*

CENTER FOR ENTREPRENEURSHIP AND INNOVATION  
Warrington College of Business Administration, University of Florida  
267 Stuzin Hall, PO Box 117168, Gainesville, FL 32611  
352-273-0330, Fax 352-846-2170  
Follow us on: [The Web](#) |  [Facebook](#) |  [Twitter](#) | #UFCEI

*"Whatever you can do or dream you can, begin it. Boldness has genius, power, and magic in it." - Goethe*

**CONFIDENTIALITY NOTICE:** The information contained in this electronic message is confidential and intended only for the use of the individual or entity named above. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this email or any of its components is strictly prohibited. If you have received this email in error, please "reply" to the sender.



Before printing, think about ENVIRONMENTAL responsibility!

---

**From:** Kraft, Jamie J  
**Sent:** Saturday, July 13, 2013 6:57 AM  
**To:** fountain@usf.edu  
**Cc:** Erenguc, S. Selcuk  
**Subject:** RE: Your collegial support of our new MS Entrepreneurship Degree

Hi Michael,

Greetings from South Africa! Just wanted to follow up with you on this one.

JK

---

**From:** Kraft, Jamie J  
**Sent:** Monday, June 24, 2013 11:46 AM  
**To:** fountain@usf.edu

**Cc:** Erenguc,S. Selcuk

**Subject:** Your collegial support of our new MS Entreprenursihp Degree

Hi Michael,

I hope all is well in Tampa and that you guys are staying busy this summer!

I wanted to shoot you an e-mail to let you know that our department is going to submit a new MS in Entrepreneurship degree proposal to the University of Florida's Provost Office next week. Essentially, we are changing the CIP code on our degree. We found that your program is the only one in the State University System offering a degree with the same CIP code, thus wanted to ask for your collegial support in this endeavor. Ultimate reality, on the ground nothing changes. Thanks Michael!

Sincerely,

---

**Mr. Jamie Jonathan Kraft, MBA**



*Director*

CENTER FOR ENTREPRENEURSHIP AND INNOVATION

*Warrington College of Business Administration, University of Florida*

267 Stuzin Hall, PO Box 117168, Gainesville, FL 32611

352-273-0330, Fax 352-846-2170

Follow us on: [The Web](#) |  [Facebook](#) |  [Twitter](#) | #UFCEI

*"Whatever you can do or dream you can, begin it. Boldness has genius, power, and magic in it." - Goethe*

**CONFIDENTIALITY NOTICE:** The information contained in this electronic message is confidential and intended only for the use of the individual or entity named above. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this email or any of its components is strictly prohibited. If you have received this email in error, please "reply" to the sender.



Before printing, think about ENVIRONMENTAL responsibility!

**Kraft, Jamie J**

---

**From:** Erenguc, S. Selcuk  
**Sent:** Monday, August 26, 2013 3:29 PM  
**To:** Kraft, Jamie J  
**Subject:** FW: Your collegial support of our new MS Entrepreneurship Degree

**S. Selcuk Erenguc**

*Senior Associate Dean and Director*  
HOUGH GRADUATE SCHOOL of BUSINESS  
*Warrington College of Business Administration, University of Florida*  
100 Hough Hall, PO Box 117150, Gainesville, FL 32611  
352-392-8436, Fax 352-392-2581  
[www.cba.ufl.edu/academics](http://www.cba.ufl.edu/academics)

---

**From:** Erenguc, S. Selcuk  
**Sent:** Thursday, July 11, 2013 8:52 AM  
**To:** [fountain@usf.edu](mailto:fountain@usf.edu)  
**Subject:** FW: Your collegial support of our new MS Entrepreneurship Degree

Hello Dr. Fountain,

I was hoping to hear from you. Is there any additional information we can provide? Thanks,

**S. Selcuk Erenguc**

*Senior Associate Dean and Director*  
HOUGH GRADUATE SCHOOL of BUSINESS  
*Warrington College of Business Administration, University of Florida*  
100 Hough Hall, PO Box 117150, Gainesville, FL 32611  
352-392-8436, Fax 352-392-2581  
[www.cba.ufl.edu/academics](http://www.cba.ufl.edu/academics)

---

**From:** Erenguc, S. Selcuk  
**Sent:** Wednesday, July 03, 2013 1:52 PM  
**To:** 'fountain@usf.edu'  
**Subject:** FW: Your collegial support of our new MS Entrepreneurship Degree

Hi Dr. Fountain,

Below is Jamie Kraft's email we talked about. I will appreciate if you can send me a quick email after you talk to your dean. The reason I am following this up is that Jamie is out of the country and he will not be back for several weeks. Thanks.

Sincerely,

**S. Selcuk Erenguc**

*Senior Associate Dean and Director*  
HOUGH GRADUATE SCHOOL of BUSINESS

Warrington College of Business Administration, University of Florida  
100 Hough Hall, PO Box 117150, Gainesville, FL 32611  
352-392-8436, Fax 352-392-2581  
[www.cba.ufl.edu/academics](http://www.cba.ufl.edu/academics)

---

**From:** Kraft, Jamie J  
**Sent:** Monday, June 24, 2013 11:47 AM  
**To:** [fountain@usf.edu](mailto:fountain@usf.edu)  
**Cc:** Erenguc, S. Selcuk  
**Subject:** Your collegial support of our new MS Entrepreneurship Degree

Hi Michael,

I hope all is well in Tampa and that you guys are staying busy this summer!

I wanted to shoot you an e-mail to let you know that our department is going to submit a new MS in Entrepreneurship degree proposal to the University of Florida's Provost Office next week. Essentially, we are changing the CIP code on our degree. We found that your program is the only one in the State University System offering a degree with the same CIP code, thus wanted to ask for your collegial support in this endeavor. Ultimate reality, on the ground nothing changes. Thanks Michael!

Sincerely,

---

**Mr. Jamie Jonathan Kraft, MBA**

*Director*

**CENTER FOR ENTREPRENEURSHIP AND INNOVATION**

*Warrington College of Business Administration, University of Florida*


267 Stuzin Hall, PO Box 117168, Gainesville, FL 32611

352-273-0330, Fax 352-846-2170

Follow us on: [The Web](#) |  [Facebook](#) |  [Twitter](#) | #UFCEI

*"Whatever you can do or dream you can, begin it. Boldness has genius, power, and magic in it." - Goethe*

**CONFIDENTIALITY NOTICE:** The information contained in this electronic message is confidential and intended only for the use of the individual or entity named above. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this email or any of its components is strictly prohibited. If you have received this email in error, please "reply" to the sender.

 **Before printing, think about ENVIRONMENTAL responsibility!**

## **APPENDIX C**

Senior level business responsibilities have encompassed:

- Profit and Loss
- General Management
- Financial Management
- Operations Management
- Sales and Marketing Management
- Engineering Management
- Business Development

EXPERIENCE SUMMARY
--------------------

**University of Florida      Center for Entrepreneurship and Innovation (CEI)      2001 - Present**

Housed in the Warrington College of Business Administration, CEI is the center for undergraduate and graduate-level entrepreneurial studies at UF. CEI develops and administers programs encompassing curriculum, opportunity and environment to promote entrepreneurial spirit across the university and in the North Central Florida business community.

FACULTY MEMBER IN THE WARRINGTON COLLEGE OF BUSINESS ADMINISTRATION AND ASSOCIATE DIRECTOR OF CEI – As Senior Lecturer I have developed and taught courses at both the graduate and undergraduate level in Entrepreneurship, Venture Finance, Venture Analysis, New Venture Planning, Creativity and Business Plan Formation. As Associate Director of CEI I have created and directed some of the programs offered by the Center.

**GRANTS AND HONORS:**

Grants include:

- National Collegiate Inventors and Innovators Alliance for **Invention to Venture Workshop, 2003.**
- National Collegiate Inventors and Innovators Alliance for **Novel Open Ocean Aquaculture Cages, 2004.**
- National Collegiate Inventors and Innovators Alliance for **Invention to Venture Workshop, 2004.**
- Florida Centers of Excellence - Center for Nano-bio Sensors for **Establishment of Virtual Companies, 2009.**

Honors include:

- Warrington College of Business, **Teacher of the Year Award, 2003 - 2004.**
- Warrington College of Business, **Teacher of the Year Award, 2010 – 2011.**
- **Outstanding Faculty Award**, MBA for Scientists and Engineers Program, Class of 2004.
- Warrington College of Business, **Undergraduate Faculty Member of the Year 2006-2007**
- Warrington College of Business, **Undergraduate Faculty Member of the Year 2007-2008**
- Warrington College of Business, **Electronic Platform Professor of the Year 2010 - 2011**
- CEI Faculty Fellow 2008 – 2011
- Wells Fargo Faculty Fellow 2011-2013

Board Positions:

- Gainesville Technology Enterprise Center
- Buchholz Entrepreneurship Academy
- Voalte, Inc.
- Audax Health Solutions, Inc.

**Applied Digital Technology, Inc.** **1997 - 2001**

Producer of software and hardware systems to compress, store, edit, transmit and playback digital video for the cable, television and Internet broadcast industry.

VICE PRESIDENT, FINANCE AND CHIEF FINANCIAL OFFICER – As CFO I was responsible for all financial, accounting, shareholder and business development matters for Applied Digital.

- Secured in excess of \$3.5 million of new debt and equity financing.
- Completed major negotiations resulting in:
  - Complete restructuring of bank debt.
  - Sale and leaseback of corporate offices leading to a \$300,000 cash infusion.
  - Resolution of a contract dispute with IBM that provided a \$260,000 payment resolution.
  - Sale of a technology license providing a \$1.2 million payment.

**B. A. Bodenheimer & Company** **1990 – 1997**

Manufacture and international sales of diesel power generators for the intermodal transportation industry.

GENERAL MANAGEMENT – As General Manager of Worldwide Sales and Marketing, I developed and implemented the annual Worldwide Sales and Marketing Plan, established distributor channels, set and implemented objectives for direct sales and determined price.

- Added and trained two new distributors in Europe with first year sales potential of \$2 million.
- Strengthened distribution in Asia through training and personal contact increasing annual sales by \$2 million.

GENERAL MANAGEMENT – As General Manager of Boda Manufacturing Company, I directed the operations function and was responsible for the profit and loss of this major manufacturing subsidiary company.

- Reorganized process and material flows resulting in an increase in productivity of 12 percentage points.
- Expanded vertical integration by 5 percentage points resulting in an 18% reduction in the cost of affected parts.
- Reduced employee turnover from 15% to 4% annually.

**Digital Services Corporation** **1988 - 1990**

Manufacture and international sales of digital video effects equipment.

GENERAL MANAGEMENT – As Senior Vice President and General Manager, I was responsible for profit and loss while directing the operations, distribution, service, engineering, sales coordination and finance functions of this \$12 million business.

- Controlled the operating performance of the business to meet budget targets.
- Improved gross margins by 7% by reducing material and labor content of products.
- Improved productivity by eight percentage points through a labor application control system and manufacturing engineering programs.
- Transitioned the Gainesville operations to New York following sale of the business to Chyron Corporation, a NYSE video products company.

**Synergetics, Inc.** **1986 - 1988**

Manufacture and sale of digital custom mobile medical vans used for shared diagnostic and treatment services.

OPERATIONS MANAGEMENT – As General Operations Manager, I was responsible for all facets of manufacturing, administration and finance for this \$10 million business.

- Directed departments with 120 employees responsible for manufacturing and production support functions.



- Restructured and directed a product service function taking it from a cost center to a profitable operation.
- Instituted strict cost controls resulting in a 15% reduction in overall manufacturing costs.

---

**Picker International****1984 - 1986**

Manufacture and international sales of diagnostic imaging equipment.

OPERATIONS MANAGEMENT – As General Operations Manager, NMR, I established, staffed and directed the operations function of the Magnetic Resonance Imaging division. During my employment sales grew from a \$14 million startup venture to an established \$70 million operating unit.

- Established, staffed and directed six departments with 69 employees responsible for a multi-plant manufacturing activity with full manufacturing support functions.
- Improved productivity by 20 percentage points.
- Controlled raw material, work in process and finished goods inventory totaling \$20 million resulting in reduction in reduction of overall inventory by 20% and an improvement in inventory turns by 30%.

---

**BF Goodrich Company****1975 - 1984**

As Director of Raw Material Planning and Rubber Purchasing, I directed four departments with 17 employees responsible for a \$250 million purchasing operation.

As Group Director of Planning, I led the strategic, business, market and financial planning functions for a diverse group of businesses totaling \$900 million in annual sales.

---

**Ford Motor Company****1969 - 1975**

Prepared financial analyses of domestic and international car operations, including a foreign assignment in Europe.

---

**EDUCATION**

---

M.S. Operations Research – University of Massachusetts

B.S. Mechanical Engineering and Industrial and Systems Engineering – Ohio University

**Linda D. Clarke**  
**Email: Clarkel@ufl.edu**  
**Phone: 202-421-5568**

**Education:**

- J.D.** Washington College of Law  
Cum Laude American University, Washington, D.C.  
Area of Specialization: International Business Law  
Degree Awarded: December, 2002.
- Ph.D.** Department of Management and International Business, College of Business  
Administration, Florida International University, Miami, Florida.  
Major: International Business and Management.  
*Dissertation Title:* The Role of Overseas Chinese Investment in the Emerging  
Countries of Southeast and East Asia: A Confucian Model of the Foreign Direct  
Investment Decision-Making Process Using Factors Unconsidered in the West.  
*Dissertation Chairperson:* Dr. Mary Ann Von Glinow, Past President, The Academy  
of Management, and Director, Center for International Business Education and  
Research, Florida International University.  
Degree Awarded: April, 1998.
- M.B.A.** Concentration in International Business  
McColl School of Business  
Queens University  
Charlotte, North Carolina  
Degree Awarded: December, 1990.
- B.A.** German Language and Culture; elective studies in electrical engineering  
and business.  
The University of North Carolina @ Charlotte  
Charlotte, North Carolina  
Degree Awarded: May, 1986.
- B.S.** Mathematics, Physics Concentration  
Minor: Computer Science  
Appalachian State University  
Boone, North Carolina  
Degree Awarded: August, 1985.

**Professional Academic Experience:**

2010 – Present – Lecturer, Department of Management and Legal Studies and Center for Entrepreneurship and Innovation, Hough Graduate School, Warrington College of Business, University of Florida, Professor for Entrepreneurship and International Business Tract of the, AACSB/ University of Florida Post Doctoral Bridge Program, Hough Graduate School, Gainesville, Florida.

2008-2010 – Participating Faculty, Department of Management and International Business, College of Business Administration, Florida International University, Miami, Florida.

2004-2008 – Visiting Professor in the Department of Management and International Business, College of Business Administration, Florida International University, Miami, Florida.

Also 2004-2010 – Adjunct Professor to the Graduate School of the College of Engineering at Florida International University teaching various courses in the Master of Science in Engineering Management Program in the U.S. and abroad.

2002 – 2004 – Consultant to and Adjunct Professor in various Executive MBA and International MBA programs in South Florida, Jamaica, and the Dominican Republic for the Colleges of Business Administration at Florida International University, Florida Atlantic University and Nova Southeastern University.

2000-2002 – Assistant Professor, Department of International Business, Kogod School of Business, American University, Washington, D.C.

1999-2000 - Visiting Scholar, Department of International Business, Kogod School of Business, American University, Washington, D.C.

1998-1999 - Visiting Professor and Senior Holland Fellow, Graduate School of Management and Graduate School of Economics, Fudan University, Shanghai, People's Republic of China.

1997-1999 - Assistant Professor, Department of Management, John A. Walker College of Business, Appalachian State University, Boone, North Carolina. (Note: I voluntarily resigned this tenure-track position within the University of North Carolina System in order to attend law school in Washington, DC.)

1992-1997 - Adjunct Instructor (while full-time Ph.D. candidate), Florida Atlantic University; Boca Raton, Florida.

1992-1997- Adjunct Instructor (while full-time Ph.D. candidate), Florida International University, Miami, Florida.

At the above referenced schools, I was an instructor of various undergraduate and/or graduate (MBA & Ph.D. level) international business and management courses in their Colleges of Business Administration.

1992-95 - Research Assistant, Florida International University: Research Assistant in the Department of Management and International Business to Dr. William Renforth and Dr. Christine Nielsen, 1992; Dr. Jan Luytjes, 1993-94; Dr. Mary Ann Von Glinow, 1994-95; Center for International Business Education and Research, 1995-1997.

**Graduate & Undergraduate University Courses Previously Taught / Currently Teaching:**

International Business Law & Ethics for Managers, International Business Operations, Comparative Management, International Risk Assessment, International Finance, International Competitiveness, Global Environment of Management, Strategic Management, Business in Asia, International Business Negotiations, Union-Management Relations (Labor Law), Organizational Behavior, Organizational Theory, Entrepreneurial and Strategic Thinking, Business Law, Organization and Management, International Business Strategy, Entrepreneurship, International Entrepreneurship, Entrepreneurial Opportunities, Technology Entrepreneurship, Women and Men in Management, Strategic Management in Multinational Corporations, International Human Resources Management, International Marketing, The Global Marketplace, Principles of Management, Manager in the International Economy, International Management, MNC Strategic Simulations, Managing Effectively in Emerging Markets, Global Strategic Management, MBA Leadership Edge Program (Leadership, Case Study Methodology and Practice, Critical Thinking Skills), AACSB Post-Doctoral Bridge Program for Academically-Qualified Certification (Entrepreneurship and International Business Track).

**Professional Non-Academic Experience - Consulting and Contract:**

1992-2007 -- See Academic Experience above.

1991 – CIGNA Healthplan of NC, Inc., Charlotte, N.C.: MIS consultant.

1991 - Law Firm of Shelly Gowen & Associates, Philadelphia, PA: Construction litigation management and research consultant.

1990 - Queens College, Charlotte, NC: Full-time graduate student in the MBA program.

1989 - Rexham Corp., A Div. of Bowater Industries, Charlotte, NC: Industrial Engineering and Materials Requirement Planning Consultant for a thin film laminate manufacturer.

1988 - Broadway & Seymour, Inc., Charlotte, N.C.: Assistant to the Chairman of the Board of a banking software services firm.

1988 - Bendix/Allied Signal Corp., Charlotte, N.C.: Assisted Plant Manager and HR staff of an air brake manufacturer during contract renegotiations with their labor union.

1987 - First Union Corp., Charlotte, N.C.: Media relations assistant to the VP of Corporate Communications for the (then) 21st largest bank holding company in the U.S.

1987 - Duke Power Corp., Charlotte, N.C.: Corporate Safety Statistician for a public electric utility with 21,000+ employees.

1986 - IBM, Charlotte, NC: Computer Operations - Information Products Division.

#### **Professional Non-Academic Experience - Corporate Positions:**

1988/89 - Hand Held Products Inc., Charlotte, NC - International Coordinator: Reporting directly to the President of a privately-held electronics company that manufactured all hand-held barcode readers used by Federal Express, DHL, and UPS couriers, and many other air freight companies throughout the world, it was my responsibility to act as the liaison between the U.S. organization and its sister corporation in the Netherlands Antilles; its subsidiaries in Holland and Western Europe, and distributors and resellers worldwide. These responsibilities required interfacing with all functional areas of the organization in order to obtain necessary components, finished goods, and technical and marketing support for the primarily European-based, sister operation. Responsibilities also included the handling of all sales contacts from all areas of the world outside the U.S. and Canada, translating reports from European representatives into English for the U.S. Company, and the supervision of exporting activities to foreign distributors.

Marketing Communications Manager: Prior to assuming the position of International Coordinator, I reported to the Director of Marketing Communications. In that capacity, my responsibilities ran the gamut of sales, marketing, and communications functions. These included trade show management, advertising, new product launches, press releases, magazine & newsletter articles, setting up a sales lead management program for the company and its national and international network of resellers and stocking distributors, development and implementation of promotional tools for distributors, (slide shows, photos, cooperative advertising, upgrade and trade-in offers, etc.); marketing research, special mailings, establishing relationships and working with advertising agencies, printers, printed and electronic news media, magazine and trade journal publishers. Other responsibilities included: trademark research, some sales, product literature and case history writing, design and development of special promotional pieces (product models, special advertising projects, outdoor advertising, etc.). In short, I was involved in every aspect of marketing communications in a fast-growing, high-

tech electronics firm.

1986-87 - Michelin Tire Corporation, Greenville, SC - Process Engineer: Responsible for accuracy and uniformity of measurement of all tire verification machinery at US1, Michelin's largest passenger tire manufacturing facility and corporate headquarters for North American Operations. Hired into a "fast-track" management program in which promising engineers and technical personnel were placed into highly visible positions within the corporation and groomed for future placement into upper levels of management.

1985-1986 Discovery Place/Science Museums of Charlotte, NC, Inc. - Physical Scientist: Duties were to educate the public in the principles of physics, chemistry, and other physical phenomena through the presentation of shows, demonstrations, workshops, and the interpretation of various museum exhibits; to supervise the activities of volunteers and the running of the physical science department; to generate ideas for, and contribute to, the development of new shows, workshops, corporate programs, and other community relations projects, as well as to further public's overall awareness of the physical sciences.

#### **Research Interests:**

Foreign Direct Investment and Comparative Management in Southeast Asia and Latin America; International Business Law, Public Policy, Philosophy and Ethics in Business; Venture Capital and International Entrepreneurship; Global Competitiveness; International Strategic Alliances; Philosophy of Science.

#### **Journal Publications:**

Meyskens, Moriah, Von Glinow, Mary Ann, Werther, William B. & Clarke, Linda. 2009. The Paradox of International Talent: Alternative Forms of International Assignments. International Journal of Human Resources Management 20(6).

Mroczkowski, Tomasz, Wermus, Mark & Linda D. Clarke. 2005. Employment Restructuring in Polish Companies during Economic Transition: Some Comparisons with Western Experience. Journal for East European Management Studies 10(1).

Mueller, Stephen L. & Clarke, Linda. 1998. Political-economic context and sensitivity to equity: Differences between the United States and the Transition Economies of Central and Eastern Europe. Academy of Management Journal, 41(3).

Thomas, Anisya S., Oded Shenkar & Linda Clarke. 1994. The globalization of our mental maps: 25 years of JIBS coverage. Journal of International Business Studies, 25(4).

Von Glinow, Mary Ann & Linda Clarke. 1995. Vietnam: Tiger or kitten? Academy of Management Executive, 9(3).

Clarke, Linda. 1996. Book review of "Thais and Americans: A Common Core", by John Feig. Journal of Asian Business, 12(2).

Clarke, Linda. 1996. Book review of "From Plan to Market: The Economic Transition in Vietnam" by Adam Fforde & Stefan de Vylder. Journal of Asian Business, 13(1).

#### **Edited Volumes:**

Clarke, Linda & Von Glinow, Mary Ann. 2000. Developing a "Confucian" Model of the Foreign Direct Investment Location Decision in Asia, Asian Management Matters, Chung-Ming Lau, Kenneth K.S. Law, David K. Tse & Chi-Sum Wong, eds. London: Imperial College Press.

Clarke, Linda, Yue, Ming, and Von Glinow, Mary Ann. 1999. Chinese family business networks and regional economic development in Asia, Asian Business Networks, Patrick Reinmoeller and Frank-Jurgen Richter, eds. Westport, CT: Quorum Books, an imprint of Greenwood Publishing Group.

#### **Conference Proceedings and Presentations:**

Meyskens, M.A., Clarke, L., Shapiro, D.L., and Von Glinow, M.A. 2010. The Path toward Greater Polycontextual Sensitivity in International Business Studies: A Road Not (Yet) Well-Traveled. Academy of International Business Conference, June, Rio de Janeiro, Brazil.

Von Glinow, M.A., and Clarke, L. 2008. Polycontextuality and Research Methodology: Issues and Illustrations. Academy of International Business Conference, July, Milan, Italy.

Clarke, L., Von Glinow, M.A., Schoonhoven, C., Mroczkowski, T. 2002. Impact of information technology on emerging markets of the Pacific Rim. Proceedings of the Pan Pacific Business Association Conference, May, Bangkok, Thailand.

Mroczkowski, Tomasz, Hanaoka, Masao, MacDonald, Darren & Clarke, Linda. 2002. Emerging diversity in the Japanese workforce: Impact of employment structures, generation gaps, and gender. Proceedings of the Pan Pacific Business Association Conference, May, Bangkok, Thailand.

Mroczkowski, Tomasz, Wermus, Mark, & Clarke, Linda 2001. Employment restructuring in Polish companies during economic transition: Comparing their experiences with those of U.S. firms.

Proceedings of the European International Business Academy Conference, December, Paris, France.

Clarke, Linda, Von Glinow, Mary Ann, & Schoenfeldt, Lyle, and Schoonhoven, Claudia. 2001. The applicability of "high performance" strategic human resource management practices in the emerging markets of China and Latin America. Proceedings of the Pan Pacific Business Association, May, Vina del Mar, Chile.

Clarke, Linda & Von Glinow, Mary Ann. 1998. Foreign direct investment location decisions of Overseas Chinese networks in Asia: Developing a "Confucian" model using factors unconsidered in the West. Proceedings of the Asia Academy of Management Conference, December, Hong Kong, People's Republic of China.

Clarke, Linda. 1998. Francois Coty: A forgotten contributor to modern management and marketing techniques. Presented in the Management History Division of the Academy of Management, August, San Diego, California. This paper won the R.B. Shuman Award for the Best Graduate Paper in Management History.

Clarke, Linda & Von Glinow, Mary Ann. 1997. The revolving door between Hong Kong and China: Power flows both ways through it. Proceedings of the Pan Pacific Business Association Conference, June, Kuala Lumpur, Malaysia.

Mueller, Steve & Clarke, Linda. 1996. National differences in attitudes toward equity in the workplace: Contrasts in Western and Soviet-style work cultures. Presented in the International Management Division of the Academy of Management, August, Cincinnati, Ohio.

Clarke, L., & Von Glinow, M.A. 1996. From India to China: A cross-cultural assessment of management practices in Asia. Proceedings of the Pan Pacific Business Association Conference, May, Chiba, Japan.

Clarke, L., Thomas, A., & Von Glinow, M.A. 1996. Research in emerging markets: The case of Asia. Proceedings of the Pan Pacific Business Association Conference, May, Chiba, Japan.

Luytjes, Jan B. & Linda D. Clarke. 1993. Teaching entrepreneurship: An empirical approach. Proceedings of the IntEnt (International Entrepreneurship) Conference, July, Vienna, Austria.

### **Large Scale Research Project Involvement:**

Member of the Global Competitiveness Project Team headed by Rosabeth Moss Kanter of the Harvard Business School, Harvard University; and Mary Ann Von Glinow of Florida International University, 1994-1995. This research resulted in Dr. Kanter's book, World Class, published by



Simon & Schuster, 1995.

Member of an international entrepreneurship research database project gathering data in 26 countries; headed by Dr. Jan B. Luytjes of Florida International University, 1992-1995.

Development of a CIBER (Center for International Business Education and Research) grant proposal to the U.S. Department of Education for approx. \$1 million over three years for the College of Business Administration at Florida International University, 1994. This grant was renewed for an additional three years in early 1998, and again in 2001 and 2005.

#### **Other Working Papers:**

"Factors Affecting the Country Location Decision in the Caribbean Basin," 1993.

"Fortune and Leadership 1930-1993: Where The Twain Meet," (with M. Richards), 1994.

"The Replicability of International Business Studies," 1994.

#### **Languages:**

German (B.A.)

Mandarin Chinese - 2 years practical experience/coursework

#### **International & Study Abroad Programs:**

During 1999, I taught at Fudan University, one of the top two universities and top business school in China. While in Shanghai, I also undertook a large-scale research project investigating strategic human resource management issues in international joint ventures. This research project was awarded two grants, one from the University Research Council of Appalachian State University, as well as a travel grant from the A.S.U. Office of International Studies.

Along with extensive previous international experience in research, teaching, and study abroad programs, I was named for each of three years as an instructor in the William R. Holland Fellows Program. This program takes ASU students and NC business executives on a tour of China and to Fudan University in Shanghai during the summer. There, the students are paired with Chinese students in an international business course using Harvard case studies.

Additionally, Fudan University and Appalachian State University co-sponsored a major International Banking conference in Shanghai in May, 1999. This conference was announced by NC Governor Jim Hunt in Shanghai on a State trade mission to China. Many top banking

executives from both the U.S. and China attended. I had major responsibilities involving the conference organization and supervision of a joint ASU-Fudan University student project on banking in China that was presented at the conference.

A second conference was developed based upon my research into strategic human resource management issues in foreign invested ventures in China. This training conference for human resource managers and company executives was sponsored jointly by ASU, Fudan University and the American Management Association in Asia, and was held in Shanghai in June of 2000.

#### **Past & Present Professional Affiliations:**

Gold Coast Venture Capital Club

Academy of Management

Division Memberships: Entrepreneurship  
International Management  
Management History

Academy of International Business

Asian Academy of Management (Charter Member)

Pan Pacific Business Association

#### **Honors, Service and Extracurricular Activities:**

Reviewer, Academy of International Business, 2010-2011.

Reviewer, Academy of Management Executive, 2002-2003.

Interdisciplinary Council on Asia, American University, Washington, DC, appointed 2000.

I was named as one of three finalists for the 1998 Gunnar Hedlund Award for the Best Doctoral Dissertation in International Business. This is a global competition sponsored by the Stockholm School of Economics, and the European International Business Academy. I was invited and presented my dissertation research at the EIBA conference in Jerusalem, Israel in December, 1998.

Winner of the R.B. Shuman Award for Best Doctoral Student Paper in the Management History Division of the Academy of Management, 1998.

Winner of the 1999 Appalachian State University Research Council Grant Award, and the Office of International Studies Foreign Scholarly Travel Grant Award: both to study strategic human resources management issues in international joint ventures in China.

Associate Member, Graduate Faculty, Appalachian State University, appointed 1998.

Reviewer, Academy of International Business, 1997, 1998, 1999.

Reviewer, International Management Division of the Academy of Management, 1997, 1998, 1999.

Reviewer, Asia Academy of Management, 1998.

Reviewer, Entrepreneurship Division of the Academy of Management, 1996.

International Management Division Junior Faculty Consortium, 1996 Academy of Management Meeting, Cincinnati, Ohio.

Twice awarded Faculty Scholarships from the University of Southern California's IBEAR (International Business Education and Research) Program to attend the Asia-Pacific Business Outlook Conference, Los Angeles, CA, March, 1996, 1997.

Florida International University CIBER (Center for International Business Education and Research) research assistantship 1995-1996, 1996-1997.

Florida International University Department of Management & International Business Scholarship, awarded spring, 1995.

International Management Division Doctoral Consortium, 1995 Academy of Management Conference, Vancouver, Canada.

Entrepreneurship Division Doctoral Consortium, 1994 Academy of Management Conference, Dallas, Texas.

Doctoral Consortium, 1994 Southwestern Academy of Management Conference, Dallas, Texas.

Entrepreneurship Division Junior Faculty Consortium, 1993 Academy of Management Conference, Atlanta, Georgia.

Student Marshall, 1993 Cladea Conference, Miami, Florida.

Full research and teaching stipend awarded to attend the Ph.D. program, College of Business Administration, Florida International University, 1991.

Delta Pi Omega Sorority at the University of North Carolina, Charlotte, inducted, 1986.

Attended Julius-Maximilians-Universität in Würzburg, Germany, 1984, 1987; area of study -

undergraduate and graduate courses in German language and culture.

Member of the University of North Carolina @ Charlotte's Chapter of The Society of Physics Students, 1985-86.

Member, University of North Carolina @ Charlotte's German Club, 1985-86.

Secretary/Treasurer, Appalachian State University Chapter, Society of Physics Students, 1982-84.

Member of the Appalachian State University Chapter of the Association for Computing Machinery (ACM), 1982-83.

Accepted to several universities' Early Admissions Programs, entered Appalachian State University full-time after the eleventh grade in 1981 at the age of 16.

High School academic excellence awards: science & history, 1981.

All honors coursework in high school, 1978-81.

High School Varsity, Pep, and Concert Bands, 1978-81.

Nominated to & attended the Southern Piedmont Educational Consortium Program for Creative Writing, Pfeiffer College, Misenheimer, N.C., 1980.

Nominated to & attended Appalachian State University's Summer Science Program for the Gifted 1978, 1979, 1980.

North Carolina Governor's School Nominee, 1980.

North Carolina Science and Math High School Nominee, 1980.

High School Graduation Marshall, 1980.

North Carolina Governor's Page, 1980.

Secretary/Treasurer for Cannon Mills Corporation's Explorer Post 209 for Engineering, 1979, 1980.

National Beta Club (Honor Society), inducted, 1979.

Junior Women's Club, inducted, 1979.

North Carolina Soil and Water Conservation speech winner at the school, county, and district levels,

runner-up in the state competition, 1977.

**Past & Current Civic Affiliations:**

Peace River Quilters' Guild, Inc

Cocker Rescue of Ft. Lauderdale

Sanctuary Animal Refuge, Inc.

Montgomery County Humane Society

Adopt-A-Pet - a non-profit animal shelter based in Miami, Florida.

Duck Haven - a non-profit animal shelter and advocacy organization based in Margate, Florida.

Watauga County Humane Society

Humane Society of the United States

American Society for the Prevention of Cruelty to Animals (ASPCA)

National Humane Education Society

**Other Interests:**

Animal Welfare, Fine & Decorative Arts, Interior Design, Piano (studied 12 years), Reading (foreign policy, international business, history, art & architecture), extensive travel, work, research and study abroad experience in more than 30 countries, extensive travel around the world.

**References:** Available upon request.

# STEVEN STOLBERG

10392 Harrier Street  
Plantation, FL 33324

305.790.0333  
steve@ovloinvestments.com

---

## CORPORATE EXECUTIVE | ACADEMIC LECTURER/SPEAKER

Pioneering CEO/CFO in diverse industries leading startup ventures, turnaround initiatives, scalable growth strategies and private equity transactions. Accomplished in developing the vision, direction and operational infrastructure imperative to sustainable corporate growth and industry dominance. Strong track record of aligning financial strategy and operational tactics with desired business objectives to maximize a corporation's competitive standing; drive bottom-line results; and maximize shareholder value.

University of Florida Lecturer/Speaker for Entrepreneurship and Accounting programs. Designed eight-week curriculum for a Master's-level class.

---

### EDUCATION / LICENSE

UNIVERSITY OF FLORIDA – 1983  
Bachelor of Science, Accounting

STATE OF FLORIDA CPA LICENSE – 1984

### PROFESSIONAL EXPERIENCE

#### ACADEMIC ENGAGEMENTS (2009 to Present)

UNIVERSITY OF FLORIDA

Center for Entrepreneurship and Innovation, Warrington College of Business Administration

- Entrepreneurial Profitability Metrics: The Power of Financial Information (ENT 6930) – Visiting Lecturer – Spring 2013  
— Designed curriculum for Master's-level class (8-weeks, 4 classroom hours per week)
- Global Entrepreneurship Study Program-Ireland (MAN 6958) –Served as Entrepreneur-in-Residence – Fall 2010
- On-Campus Entrepreneur in Residence Fellows Program – "Topic: Building a Company" (spoke in multiple courses) – Spring 2009
- Entrepreneurship for Engineers (EGN 6640) – Course Speaker
- Principles of Entrepreneurship (ENT 3003) – Course Speaker
- Entrepreneurship Case Lecture Series (ENT 6933) – Course Speaker/Case Presenter (multiple occasions)
- Managers and the Legal Environment (BUL 5811) – Course Speaker (MSE-targeted section)

UNIVERSITY OF FLORIDA

The Fisher School of Accounting, Warrington College of Business Administration

- Professional Speaker Series (ACG 3802) – Course Speaker (multiple occasions)

## START-UP VENTURE & INDUSTRY LEADERSHIP

TRIALGRAPHIX, Miami, FL, 1991 to 2007

*Litigation support provider specializing in a broad range of consulting services and technologies designed for use throughout the litigation cycle (discovery through trial).*

### CEO / FOUNDER / MAJORITY SHAREHOLDER

**Trail-blazed industry; leveraged nascent courtroom presentation concept into durable, high-growth business model.** Developed business proposal into the nation's only full-service litigation support provider business with eight, full-production locations (Atlanta, Chicago, DC, Houston, LA, NY, Philadelphia) headquartered in Miami.

Presided over virtually 100% organic growth funded out of cash flow resulting in:

- \$131MM Corporate acquisition by Marsh McLennan's (MMC) Kroll division (September 2007).
- \$55MM Private equity transaction with original shareholders retaining 21% (December 2004).
- Growth of business from zero revenues to \$56MM annual revenue flow and 300 full-time dedicated staff providing readily accessible, 24/7 services to very diverse law firm client base comprising trial attorneys across the legal spectrum.
- EBITDA running above 25%.
- In-house development of comprehensive, production-driven systems built on Lotus Notes software platform designed to handle every aspect of operations (sales & marketing, production, purchasing, contact management, accounting, etc.) supporting over 5,000 cases per year.
- Development of eight geographically dispersed, fully integrated offices operating interchangeably as a group. Designed software, operational infrastructure and communications systems to meet critical turnaround times. Established virtual workload balancing across all offices to maximize staff and resources.
- Household brand recognition in every market. Brought presentation mainstream, innovating highly leveraged and production-oriented business model featuring industry's only dedicated sales force.
- Development of the largest footprint in the industry -- ranked Top three in trial consulting in the country.

## BUSINESS TURNAROUND & RETRENCHMENT ENGAGEMENTS

T-SQUARE, Miami, FL, 1989 to 1991

*Bricks-and-mortar repro graphics firm with three locations catering to architects and engineers.*

### CFO / COO

Rendered financial, operational and strategic expertise to family owned and operated business suffering from poor managerial leadership and infrastructure deficiencies. Introduced to absentee owners by former accounting firm as a forward-thinking strategist capable of resolving systemic complications hindering profit and revenue maximization.

- Transitioned multi-location operation from a loss position to positive cash flow on revenues of ~\$12MM annually. Excised unsaleable inventory, revitalized outside and retail sales components, retooled infrastructure, resolved purchasing glitches and improved customer service delivery. Quelled internal resentments by bolstering management's remuneration and demonstrating to all employees a genuine desire to preserve livelihoods.

CENTRAL LITHOGRAPHERS, Miami, FL, 1988 to 1989

*Twenty+-year-old printing company with annual revenues in the \$6MM-\$7MM range.*

**CFO**

Engaged to retrench business for suddenly widowed spouse of managing principal. Recommended by former CPA firm to team with industry experienced production specialist and restore to profitability this publication printer beset with numerous financial and operational problems.

- Within 18 months, turned around almost untenable situation impacted by \$2MM payroll tax liability, outdated equipment, overextended credit lines and bloated workforce. Resolved all personal payroll tax liability issues for absentee owner, satisfied IRS obligations, slashed workforce 25% and restored company's creditworthiness with vendors.

**EARLIER CAREER**

SILVER BUILDERS, Hollywood, FL, 1987

*Commercial real estate development company*

**LEASING & SALES SPECIALIST**

THE CAR PEOPLE, Miami, FL, 1986

*Auto leasing business*

**MANAGING PRINCIPAL / FOUNDER**

MCCLAIN & CO., Miami, FL, 1983 to 1986

*Full-service CPA firm*

**STAFF ACCOUNTANT / LICENSED CPA**



# Stephen J. LaBarbera

1801 SW. 101 Drive  
Gainesville, FL 32607  
Email: sjlab@hotmail.com

Work: (352) 273-3268  
Home: (352) 332-8044  
Cell: (352) 219-6602

## EXPERIENCE SUMMARY

A proven professional with vision, passion and ability to empower and lead groups and individuals. Energized and experienced in strategies, systems and goals.

## PROFESSIONAL ACHIEVEMENTS

### SENIOR LECTURER—MARKETING DEPARTMENT, WARRINGTON COLLEGE OF BUSINESS, UNIVERSITY OF FLORIDA, Gainesville, FL

June 2009 – Present

- Nominated for Outstanding Undergraduate Business Professor three years in a row.
- Responsible for the curriculum and teaching the Sales Management elective and the Master's level Entrepreneurial Selling course.
- Faculty sponsor for the Sales Academy student organization.
- Supervised the first student National Sales Case Competition held at Indiana University (placed 6<sup>th</sup> of 17 schools). Additional National Case Competitions include Georgetown University 2010, Indiana University 2011, and the International Case Competition at the University of Southern California 2012.
- Generated class increase of nearly 200% in student registrations for the Sales Management course in less than three semesters.

### DIRECTOR OF CAREER SERVICES – GRADUATE BUSINESS CAREER SERVICES UNIVERSITY OF FLORIDA, Gainesville, FL

October 2000 – June 2009

- Initially was charged with:
  - Radically improving the student opinion of Career Services.
  - Growing the corporate recruiter base.
- Since taking over as Director of Career Services, the MBA Program was in the top 50 in seven of the eight years. (*U.S. News and World Report*)
- The Placement at Graduation rate steadily grew the last three years I was in this position and was 15<sup>th</sup> among Public MBA Programs in 2009. (*U.S. News and World Report*)
- Additional accomplishments:
  - Re-staffed the department with professional counselors and corporate recruiters. (6 Associate Directors with a combined Career Services experience of 35 years) for 150 MBA's.
  - National Career Fair participants grew to 64 in the fall of 2008 (largest number even to date).
  - 42 companies held on-campus interviews in 2008 (again largest number to date).
  - Created an Advisory Board made up of 32 key corporate contacts.
  - Opened Career Services to all Masters Level Business Programs (additional 450 students).
  - Introduced over 15 new workshops geared to assisting the Master level candidates in their job search.

### DIRECTOR OF MARKETING – MBA PROGRAM UNIVERSITY OF FLORIDA, Gainesville, FL

January 1999 – October 2000

- Wrote the first Comprehensive Marketing Plan for the UF-MBA Program.
- Created strategies to insure the MBA Program would consistently be ranked in the Top 50 US News & World Report.
- Identified the rankings report indicators by components.

### PRESIDENT TRIANGLE MARKETING ENTERPRISES, Dallas, TX & Denver, CO

March 1987 – September 1998

- Retained by Coors Foods Company, a Subsidiary of Coors Beer, to plan and oversee the successful introduction of its "Country Made Potato Chips" in the Western United States achieving a share level of nearly 10%.
- Developed a successful winter promotion campaign for United Express Airlines between Denver and Chicago that increased revenue passenger miles by 28%.
- Researched and executed over 14 consumer electro-technologies for introduction to the mass market for Southern California Edison.
- Retained by the National Western Stock Show and sold sponsorships for the annual event totaling \$60,000 yearly.

**VICE PRESIDENT MARKETING AND SALES STOKES-ELLIS FOOD COMPANY, Denver, CO**

October 1984-March 1987

- Reorganized and increased the outside sales staff from 3 to 10 and expanded the company use of food brokers from 3 to 9 states. (Total of 36 brokers)
- Negotiated two large private-label contacts with annual volume of 300,000 cases and 150,000 cases respectively.
- Enhanced the focus of three main Stokes Ellis products in the Colorado market through the use of an advertising agency which utilized radio, billboards, and newspapers in their campaign.

**DIRECTOR OF ADVERTISING SIX FLAGS OVER TEXAS, Arlington, TX**

June 1982-September 1984

- Created the concept of "Name Talent" musical groups performing at the park, thus increasing revenue by \$2.5 million annually.
- Sold sponsorships of key rides in the Park for an average of \$200K/ride.
- Initiated the relationship with Coca Cola nationally to promote on product promotions.

**DIRECTOR OF ADVERTISING COCA COLA BOTTLING COMPANY, Dallas, TX**

December 1980-June 1982

- Reduced media budget by 15% through competitive bidding by radio and television stations.
- Initiated local sponsorship of promotional and media events.
- Established a VIP Key Account Sales Force in order to ensure Coke was in the forefront of all retail promotions.

**PRESIDENT CIRCLE T FOODS, Dallas, TX**

June 1976-October 1980

- Created and launched a national brand name – "State Fair".
- Increased sales of this Herman Lay owned firm from \$250,000 to nearly \$2 million annually.
- Mechanized cooking process from manual to semi-automatic thus increasing production 300%.
- Introduced a continuous freeze tunnel and improved the breading, thus allowing the consumer to cook corn dogs in the microwave.

**BRAND MANAGER FRITO-LAY, Dallas, TX**

June 1973 – June 1976

- Introduced Cheetos; separating into Fried and Baked to the National Market along with the prototype of what was to later become "Tostitos".
- Ensure that Proctor and Gamble's "Pringles" did not become an overwhelming consumer choice over Frito-Lay products.

**BRAND ASSISTANT PROCTOR AND GAMBLE, Cincinnati, OH**

June 1970 – June 1973

- Coordinated the promotional testing, market research, and sales introduction into the market of reformulated "Camay" bar soap.
- "Camay" was repositioned and re-attained #1 market share in the beauty bar market.

## EDUCATION

Master of Business Administration in Marketing

University of Southern California September 1968 – June 1970

Bachelor of Arts in Business, Minor Psychology

Hanover College September 1964 – June 1968

## AVOCATIONS

Adjunct Professor (Lecturer); University of Texas in Arlington & Dallas, TX; University of Denver in Denver, CO; Richland College and Collin County Community College in Dallas, TX.

## COMMITTEES

Audit Committee Career Services Council – National; YMCA Youth Athletic Director – Plano, TX; Boy Scouts of America district representative – Dallas, TX Regional Office; Volunteer in his church – lifelong; Sales Academy Sponsor, University of Florida in Gainesville, FL; Director of GAP (Gators Assisting Pets) in Alachua County, FL.

## TEACHING VITAE

SENIOR LECTURER, UNIVERSITY OF FLORIDA, Gainesville, FL

2009 – Present

- Sales Management
- Entrepreneurial Selling (Master's Level)

ADJUNCT PROFESSOR (LECTURER), DALLAS COUNTY COMMUNITY COLLEGE (Richland Campus), Dallas, TX

1994 – 1998

- Advertising
- Marketing
- Sales Management
- Day Classes 4 Years

ADJUNCT PROFESSOR (LECTURER), COLLIN COUNTY COMMUNITY COLLEGE, Plano, TX

1992 – 1995

- Organizational Behavior
- Introduction to Marketing
- Sales Management
- Day Classes 3 Years

ADJUNCT PROFESSOR (LECTURER), REGIS COLLEGE, Denver, CO

1987 – 1988

- Organizational Behavior
- Sales Management
- Evening Classes 1 Year

ADJUNCT PROFESSOR (LECTURER), THE UNIVERSITY OF DENVER, Denver, CO

1986 – 1988

- Introduction to Marketing
- Sales Management
- Evening Classes 2 Years

ADJUNCT PROFESSOR (LECTURER), THE UNIVERSITY OF COLORADO (Auraria Campus), Denver, CO

1986 – 1988

- Sales Management
- Introduction to Marketing
- Evening Classes 2 Years

ADJUNCT PROFESSOR (LECTURER), DALLAS COUNTY COMMUNITY COLLEGE (Richland Campus), Dallas, TX

1981 – 1984

- Sales Management
- Introduction to Marketing
- Evening Classes 4 Years

ADJUNCT PROFESSOR (LECTURER), THE UNIVERSITY OF TEXAS (Arlington Campus), Arlington, TX

1982 – 1984

- Introduction to Marketing
- Sales Management
- Evening Classes 2 Years

ADJUNCT PROFESSOR (LECTURER), THE UNIVERSITY OF DALLAS, Dallas, TX

1980 – 1982

- Sales Management
- Introduction to Marketing
- Evening Classes 2 Years

# WHITTINGTON P. VARA

## EDUCATION

---

2012	University of California <i>The Lean LaunchPad Educators Program</i>	Berkeley, CA
2012	Babson College <i>Price-Babson Symposia for Entrepreneurship Educators</i>	Babson Park, MA
1988-1991	Texas Christian University <i>Masters of Business Administration (marketing emphasis)</i>	Fort Worth, TX
1973-1976	University of Florida <i>Bachelor of Science in Chemical Engineering (BSCbE)</i>	Gainesville, FL
1971-1973	Chipola Junior College <i>Associates of Arts (pre-engineering)</i>	Marianna, FL

## EXPERIENCE

---

- 2003- Present University of Florida Gainesville, FL**  
*Visiting Professor-Center for Entrepreneurship & Innovation*
- 2011-Present: Masters of Science in Entrepreneurship program  
*Lean Entrepreneurship Accelerator Program*
  - 2005-2011: Professional Masters of Science in Entrepreneurship program  
*Venture Finance, New Venture Creation, Marketing Analysis Seminar*
  - 2003: FIN 6476-Venture Finance (undergraduate)
  - Business Plan Boot Camp for the Howard J. Leonhardt Business Plan Competition participants
- 2006-Present Wave Contact Lens System Ponte Vedra Beach, FL**  
*Director of Operations*
- WCLS provides software for designing custom corneal topography based contact lenses. With an Internet based system, lens orders are received worldwide and directed to one of four contact lens manufacturing facilities (3 domestic, 1 in the UK).
- Responsible for all operations including strategic & financial planning/implementation and day to day operations.
  - 2012 financial performance: net profit margin of 28%.
- 1997- 2006 Enterprise North Florida Corporation Jacksonville, FL**  
*Senior Business Analyst*
- ENFC provides start-up companies access to institutional and private investors.
- Created enterprise planning process for reviewing & developing investment opportunities targeting private equity sources
  - Screen (due diligence, etc.) all deal flow and recruit clients
  - Supervise all investor presentations
  - Conduct seminars and teach business planning principles at regional universities.

# WHITTINGTON P. VARA

EXPERIENCE CONTINUED

PAGE 2

- 
- 1996-1997 VARA & Associates Bonifay, FL**  
*President*  
V&A provided small businesses in northwest Florida and south Alabama a full range of marketing, operation and technical services.
- 1994-1996 Anacomp Magnetics Grand Prairie, TX**  
*Media Product Manager*  
After Graham Magnetics was purchased and its personnel integrated into the Anacomp organization titled changed to Media Product Manager
- 1981-1994 Graham Magnetics (Carlisle Companies) Bedford, TX**  
*Director of Marketing (1991-1994)*
  - Implemented OEM sales strategy that added over \$20 million in annual revenue from mature product line*Director of Product Line Management (1989-1991)*
  - Programs achieved over \$4 million profit improvement.*Manager of Quality Engineering (1988-1989)*
  - Performed first competitive performance analysis for main product lines.*Director of R&D/Project Engineering, Manager of Process Technology (1981-1988)*
- 1977-1981 Ampex Corporation, Magnetic Tape Division Opelika, AL**  
*Senior Process Engineer/Section Manager, Product Engineer (1977-1981)*
- 1976-1977 Milliken & Company LaGrange, GA**  
*Continuous Dye Range Supervisor/Management Trainee*

---

## PUBLICATIONS AND PAPERS

- 2013 Risk-Based New Venture Valuation Technique: Win-Win for Entrepreneur and Investor. *Journal of Business Valuation and Economic Loss Analysis*. 8(1), 1-26. [10.1515/jbvela-2013-0007](https://doi.org/10.1515/jbvela-2013-0007)
- 2010 United States Association of Small Business & Entrepreneurship Nashville, TN  
*Risk Based New Venture Valuation Technique*
- 2007 30<sup>th</sup> Institute for Small Business & Entrepreneurship Glasgow, Scotland  
*Risk Based New Venture Valuation Technique*

## AWARDS

- 2008 PMSE Outstanding Faculty Award University of Florida  
2005 PMSE Outstanding Faculty Award University of Florida

## CURRICULUM VITAE

Michael Harry Morris

### PERSONAL:

Address: 3108 Madison Court  
Stillwater, Oklahoma 74075

Contact Ph: (405) 744-5357; Fax: (405) 744-8956  
Details: E-mail: [mhm@okstate.edu](mailto:mhm@okstate.edu)

Personal: Four children  
United States citizen  
DOB: 10 November 1953

### EDUCATION:

Ph.D., Marketing, Virginia Polytechnic Institute and State University, Blacksburg, VA, July 1983.

Master's of Business Administration, Wright State University, Dayton, Ohio, June, 1978.

Master's of Science, Economics, Wright State University, Dayton, Ohio, August, 1976.

Bachelor of Arts, Economics, Wright State University, Dayton, Ohio, August, 1975.

### PROFESSIONAL EXPERIENCE:

Professor and N. Malone Mitchell, Jr. Chair, School of Entrepreneurship, Oklahoma State University, Stillwater, OK (12/08-present) (founded the School and served as Head from 12/08-5/12; Program ranked in top ten, won National Model Program Award from USASBE, received NASDAQ's 2012 Center of Entrepreneurial Excellence Award).

Professor, Chris J. Witting Chair, and Head, Department of Entrepreneurship & Emerging Enterprises, Whitman School of Management, Syracuse University, Syracuse, NY, (w/ courtesy appointment on Policy Studies faculty, College of Arts & Sciences) (2002- 2009). Program was rated #1 by *Princeton Review* (2006), a top ten program by *US News & World Report* (2007-08), recognized by USASBE as National Model Entrepreneurship Program (2005) and by NASDAQ as 2004 Center of Entrepreneurial Excellence.

Visiting Professor of Entrepreneurship, University of Florida, Gainesville, FL (Fall 2008).

Helen LeBaron Hilton Visiting Chair, Iowa State University, 2006-07 academic year, visiting campus six times to work with faculty members and graduate students on entrepreneurship research and teaching issues, provide public seminars, teach classes, work on grants and outreach programs, and related activities.

Harold and Sandy Noborikawa Distinguished Professor of Entrepreneurship (2001-2002) and Visiting Professor (2002-2006), College of Business, University of Hawaii.

Michael H. Morris

Page 2

**Professional Experience (cont.):**

Professor, Cintas Chair in Entrepreneurship, and Director, Page Center for Entrepreneurship, Richard T. Farmer School of Business, Miami University, Oxford, Ohio, 6/98-8/01. Recognized by USASBE as National Model Entrepreneurship Program (2001).

Visiting Professor, School of Business, Georgetown University, Washington, D.C., 1997-98.

Donald Gordon Professor of Entrepreneurship, Graduate School of Business, University of Cape Town, South Africa, 8/95 - 8/97, responsible for creating and teaching entrepreneurship curriculum, directing the Entrepreneurial Performance Index, and coordinating the joint UCT-Wharton 'Supporting Emerging Enterprises' Program.

Fulbright Scholar, Graduate School of Business, University of Cape Town, South Africa, 1/93 - 7/93.

Associate Professor, Department of Marketing, University of Central Florida, Orlando, FL, 8/89 - 8/93; Assistant Professor of Marketing, 8/84 - 7/89.

Assistant Professor of Marketing, Old Dominion University, Norfolk, VA, 9/82 - 7/84.

Fletcher Jones Professor of Entrepreneurship, University of the Pacific, Stockton, CA, 8/93-9/94.

Engaged in conducting executive MBA and corporate programs on Entrepreneurship, Corporate Entrepreneurship, Guerrilla Marketing, Pricing, Product Management, Marketing Management, Strategic Planning, Industrial Marketing, and Corporate Strategy for clients including AT&T, Graduate School of Business, Simon Fraser University (Canada), U. of Cape Town (South Africa); ICMC, Johannesburg, (South Africa); Universidad de Porto (Portugal); Univ. of Malta (Malta); BSC Seminars in Harare (Zimbabwe); the Asia Program of San Diego State U. (Taiwan), the U.S.-Russia Center for Entrepreneurship (Russia), the Centers for Executive Development at Syracuse U., U. of the Pacific, U. of Hawaii, U. of Central Florida; and various private firms and public agencies.

Management consultant; sample clients include AT&T, Blue Ribbon Breads, British Petroleum, Carpcoc, Cellular One, Commonwealth Gas Services, De Beers, Delta Business Systems, Denel Infomatics, Dupont Chemical, Empower MediaMarketing, Engen, Fashion Square Mall, Flakey Jake's, Florida Workers' Compensation Fund, Florida Dental Hygienists Assoc., Florida Outdoor Advertising Association, FMC Corp., Grimsley and Grimsley Industrial Distributors, Hawaii High Tech Development Corp., Illovo Sugar, The Institute of Internal Auditors, Investec, Kohler Packaging, Merbank Chemical, Mossgas, Ogilvy and Mather, Orlando Area Board of Realtors, Premier Foods, Price Forbes, Procter and Gamble, Quality Assurance Institute, Seminole County Chamber of Commerce, Shell Oil, Sunshine State Fashion Exhibitors, Syfrets, Systeme Corp., Tech-Ro-Tron, U.S. Dept. of Transportation, United Telephone of Florida, Vodacom, Volunteer Center of Central Florida, Young & Rubicam, ZOM, Inc., 3M Pharmaceutical.

Assistant Professor of Economics, Randolph-Macon Woman's College, Lynchburg, VA, 1978-82.

Adjunct Instructor, Virginia Tech (1981-82), Hampden-Sydney College (1979-80), Wright State University (1978), University of Dayton (1977).

Michael H. Morris

Page 3

Instructor of Economics, Central State University, Wilberforce, Ohio, 1977-78.

Co-founder and Director, Proxi Business Resource Centres, 5/96-12/01.

Founding Partner, The Sales Educators, LLC, 1/04-6/08.

Managing Director, PenteVision USA, Orlando, FL 1/95-1/02.

Vice President for Marketing and Sales, AGA Computer Services, Tampa Florida, 9/94-9/95.

Economic Analyst (Intern), Greene County Regional Planning Commission, Ohio, 1976.

Missile Systems Analyst, United States Air Force.

#### RESEARCH AND PUBLICATIONS:

##### A) Books

Entrepreneurship as Experience: How Events Create Ventures and Ventures Create Entrepreneurs, Edward Elgar Publishing (w/ C. Pryor and M. Schindehutte) (2012).

Encyclopedia of Entrepreneurship Research, Third Edition, Chichester: John Wiley and Sons (w/D.F. Kuratko) (in press).

Rethinking Marketing: The Entrepreneurial Imperative, Prentice-Hall/Pearson (with M. Schindehutte and L. Pitt) (2008).

Corporate Entrepreneurship and Innovation, Cincinnati: Cengage Publishing (with D. Kuratko and J. Covin), (third edition, 2011).

Strategic Sales Leadership: Breakthrough Thinking for Radical Results, Cincinnati: Texere /Thomson (w/ T. Ingram, T. Leigh, R. LaForge, A. Harris, and E. Jones) (2005).

Business to Business Marketing, London: Sage Publications (2001) (w/ L. Pitt and E. Honeycutt).

Entrepreneurial Intensity: Sustainable Advantage for Individuals, Organizations, and Societies, Westport, CT: Quorum Books (1998).

Market-Oriented Pricing: Strategies for Management, Westport, CT: Quorum Books, (1990) (w/G. Morris) (also available from NTC Press).

Industrial and Organizational Marketing, New York: MacMillan Publishing, first edition (1988), second edition (1992).

##### B) Monographs/ Chapters in Books

"Ethnic Minority Entrepreneurship," in World Encyclopedia of Entrepreneurship, (2012), Léo-Paul Dana (editor), London: Edward Elgar.



Michael H. Morris

Page 4

B) Monographs/Chapters in Books (cont.):

- "Towards a Synthesis: A Model of Immigrant and Ethnic Entrepreneurship," in L-P Dana, editor, Handbook of Research on Ethnic Minority Entrepreneurs, Edward Elgar Publishers, (2007).
- "Implications of Business Transfer Patterns in a Developed Economy," White Paper, Dutch Ministry of Economic Affairs, J. Snijders, ed., Entrepreneurship in the Netherlands, 8<sup>th</sup> ed. (2006)
- "Entrepreneurial Intensity" in M. Hitt and D. Ireland, eds., Blackwell Encyclopedia of Entrepreneurship (2004).
- "The Emergence of Entrepreneurial Marketing: Nature and Meaning" in H. Welsch, editor, Entrepreneurship: The Way Ahead, London: Routledge (2004).
- "Corporate Entrepreneurship: The Dynamic Strategy for 21<sup>st</sup> Century Organizations," in G. Libecap, editor, Advances in the Study of Entrepreneurship, Innovation and Economic Growth, Volume 14, New York: JAI Press (2003).
- "Understanding Factors that Trigger Entrepreneurial Behavior in Established Companies," in G. Libecap, editor, Advances in the Study of Entrepreneurship, Innovation and Economic Growth, Volume 12, New York: JAI Press (2001).
- "Entrepreneurship Education: A Conceptual Model and Review," in M. Scott, P. Rosa, H. Klandt, eds., Educating Entrepreneurs for Wealth Creation, Hampshire: Ashgate (1998).
- Sustaining the Entrepreneurial Society, Washington, D.C.: Small Business Foundation of America (1996).
- "Small Business, Entrepreneurship, and Quality of Life", in New Dimensions in the Marketing/Quality of Life Interface, A.C. Samli and M.J. Sirgy, eds., Westport, CT: Greenwood Publishing (1995).
- "Strategic Pricing," in Marketing Manager's Handbook, S. Levy, ed., Chicago: Dartnell (1993).
- "Selling and Sales Management," in Marketing and Entrepreneurship: Knowledge and Research Opportunities, G. Hills, ed., New York: Quorum Publishing, (1993).
- "Pricing Considerations in Social Marketing," in Social Marketing, S. Fine, ed., Boston: Allyn and Bacon, 1990, 101-113, with Mary Joyce.
- "The Growth of the Marketing Discipline in Relation to Quality of Life," Marketing & the Quality of Life Interface, A.C. Samli, ed., Westport, CT: Quorum Books, 312-333, with J. Sirgy (1987).
- "Social Exchange: The Regression Analog," in Systems Inquiry: Theory, Philosophy and Methodology, Vol. 1, B. H. Banathy, ed., Seaside, CA: Intersystems Publications, with J. Sirgy, 96-101 (1986).

Michael H. Morris

Page 5

C) Articles in Academic Journals:

- "Framing the Entrepreneurial Experience," Entrepreneurship Theory and Practice, 36(1), (2012), (w/ D. Kuratko and M. Schindehutte).
- "The Business Model and Firm Performance: The Case of Russian Food Service Ventures," Journal of Small Business Management, (in press) (w/ Galina Shirokova).
- "Behavioral Orientations of Nonprofit Boards as a Factor in Entrepreneurial Performance: Does Governance Matter?" Journal of Management Studies, 48 (4) 829-856, (2011) (with S. Coombes and J. Allen).
- "Understanding the Manifestation of Entrepreneurial Orientation in the Nonprofit Context," Entrepreneurship Theory and Practice, 35 (5) (2011), (w/ J. Webb and R. Franklin).
- "Inner City Engagement and the University: Mutuality, Emergence & Transformation," Entrepreneurship & Regional Development 23(5-6), 287-316 (2011) (w/C. Watters, M. Schindehutte).
- "Entrepreneurial Exit and Re-entry: An Exploratory Study of Turkish Entrepreneurs," Journal of Developmental Entrepreneurship, 15(4), 439-460, (2011), (w/ A. Kocak).
- "Experiencing Family Business Creation: Differences between Founders, Non-family Managers and Founders of Non-family Firms," Entrepreneurship Theory and Practice 34(6), 1057-1084 (2010), (w/J. Allen, D. Kuratko and D. Brannon).
- "Properties of Balance Necessary for Corporate Entrepreneurship," Business Horizons, 52,5 (2009), (w/J. van Vuuren, J. Cornwall and R. Scheepers).
- "Advancing Strategic Entrepreneurship Research: The Role of Complexity Science in Shifting the Paradigm," Entrepreneurship Theory & Practice, 33,1, 241-276 (2009)(w/ M. Schindehutte).
- "Resource Acceleration: Extending Resource-based Theory in Entrepreneurial Ventures," Journal of Applied Management and Entrepreneurship, 15, 2 (2010) (w/D. Kuratko and D. Ireland).
- "Entrepreneurial Marketing Strategy: Lessons from the Red Queen," International Journal of Entrepreneurship & Innovation Management, 11, 1 (2010), (w/ M. Schindehutte).
- "Capturing the Economic Model of the Entrepreneur: The Different Paths to Venture Profitability," Journal of Small Business & Entrepreneurship," 22(3) (2009) (w/ J. Allen and A. Murdoch).
- "Understanding Market Driving Behavior: The Role of Entrepreneurship," Journal of Small Business Management, 46, 1, 4-26 (2008) (with M. Schindehutte and A. Kocak).
- "Antecedents and Outcomes of Entrepreneurship in a Non-Profit Context: Theoretical & Empirical Insights," Journal of Leadership & Organizational Studies (2007) 13, 4, pp. 1-38 (w/ S. Coombes).
- "Coopetition as a Small Business Strategy: Implications for Performance," Journal of Small Business Strategy, (2007) 17, 3 (w/ A. Kocak).

C) Articles in Academic Journals (cont.):

- "Is the Business Model a Useful Strategic Concept: Conceptual, Theoretical & Empirical Insights," Journal of Small Business Strategy, 17, 1 (2006), (w/ M. Schindehutte and J. Allen).
- "Beyond Achievement: Entrepreneurship as Extreme Experience," Small Business Economics, 27, 4, 349-368 (2006) (w/M. Schindehutte and J. Allen).
- "The Dilemma of Growth: Understanding Venture Size Choices of Women Entrepreneurs," Journal of Small Business Management, 44, 2, pp.221-244 (2006)(w/ N. Miyasaki and C Watters).
- "The Entrepreneurial Health Audit: Preparing Firms for Corporate Entrepreneurship" Journal of Business Strategy, 27, 1, pp.10-17 (2006), (w/ D. Ireland and D. Kuratko).
- "Balanced Management Control Systems as a Mechanism for Achieving Corporate Entrepreneurship," Journal of Managerial Issues, 18,4, 468-495, (2006) (w/ M. Schindehutte & J. Allen).
- "Entrepreneurial Values and the Ethnic Enterprise: An Examination of Six Sub-Cultures," Journal of Small Business Management," 43, 4 (2005) (w/ M. Schindehutte).
- "Homosexuality and Entrepreneurship: Implications of Gay Identity for the Venture Creation Experience," International Journal of Entrepreneurship and Innovation, 6, 2 (2005), 27-40, (w/ M. Schindehutte and J. Allen).
- "The Entrepreneur's Business Model: Toward a Unified Perspective," Journal of Business Research," 58, 6 (2005), 726-735 (w/ M. Schindehutte and J. Allen).
- "Entrepreneurship and Motherhood: Impacts on Their Children in South Africa and the US," Journal of Small Business Management 41,1 (2003), 94-107 (with M. Schindehutte).
- "Ethnic Entrepreneurship: Do Values Matter?," New England Journal of Entrepreneurship, 5, 2, 35-46 (2002) (with M. Schindehutte and J. Lesser).
- "Entrepreneurial Marketing: A Construct for Integrating Emerging Entrepreneurship and Marketing Perspectives" Journal of Marketing Theory and Practice, 10, 4, 1-19 (2002), (with M. Schindehutte and R. LaForge).
- "The Ethical Context of Entrepreneurship: Proposing and Testing a Developmental Framework," Journal of Business Ethics, 40, 4 (2002), 331-361 (w/M. Schindehutte, J. Walton & J. Allen).
- "An Entrepreneurial Perspective on the Marketing of Charities," Journal of Nonprofit & Public Sector Marketing, 9, 3 (2001), 75-87 (w/P. Berthon; L. Pitt; M. Poore & W. Ramshaw).
- "Understanding Strategic Adaptation in Small Firms," International Journal of Entrepreneurial Behavior & Research, 7, 3 (2001), 84-107 (with M. Schindehutte).
- "Pricing as Entrepreneurial Behavior", Business Horizons, (July-August, 2001), 41-48.

Michael H. Morris

Page 7

C) Articles in Academic Journals (cont.):

- "Towards Integration: Understanding Entrepreneurship Through Frameworks," International Journal of Entrepreneurship & Innovation, 2,1 (2001) (w/ M. Schindehutte & D. Kuratko).
- "Classification as a Factor in the Scientific Evolution of Entrepreneurship," Journal of Small Business Strategy, 11, 1-20 (2000), (with M. Schindehutte and D. Kuratko).
- "Venture Capitalist Involvement in Portfolio Companies: Insights from South Africa," Journal of Small Business Management 38, 3 (July, 2000) (with M. Schindehutte and J. Watling).
- "Triggering Events, Corporate Entrepreneurship and the Marketing Function," Journal of Marketing Theory and Practice, 8, 2 (Spring 2000), 18-30, (with M. Schindehutte and D. Kuratko).
- "An Entrepreneurial Perspective on the Marketing of Universities," Journal of European Business Education, 8, 2 (2000), 70-79 (w/ L. Pitt and P. Berthon).
- "Adaptation of the Business Concept Over Time: The Case of Historically Disadvantaged South African Owner/Managers," Journal of Small Business Management, 38, 1 (2000) (w/S. Zahra).
- "The Use of Life Insurance in Business Succession Planning," Personal Financial Planning," (July/August, 1999) (with R. Avila and D. Naffziger).
- "Assessing the Structure of Industrial Buying Centers with Multivariate Tools," Industrial Marketing Management," 28, 2 (1999), 1-14 (with P. Berthon and L. Pitt).
- "On the Measurement of Entrepreneurial Behavior in Not-for-Profit Organizations: Implications for Social Marketing," Social Marketing Quarterly, (Summer 1998), 4, 4 (with M. Joyce).
- "Entrepreneurship in Established Organizations: The Case of the Public Sector," Entrepreneurship Theory and Practice," 24, 1, (1999), 71-90 (with F. Jones). (reprinted in Perspectives on Entrepreneurship, F. Donahue (ed.), London: New Perspectives Publishing (2011).
- "Entrepreneurial Pricing: The Cinderella of Marketing Strategy," Management Decision, 35, 5 (1997), 344-350 (with L.Pitt and P.Berthon).
- "The Informal Sector, Entrepreneurship, and Economic Development," Journal of Developmental Entrepreneurship, 2, 2 (Fall/Winter, 1997).
- "Relationship Marketing in Practice: Myths and Realities," Industrial Marketing Management, 27, 4 (July 1998) (with J Brunyee).
- "Is the Web World Wide? Marketing Effects in an Emerging Market," Journal of Strategic Marketing, 5, (1997), 211-231 (with P. Marais).
- "The Impact of Individual and Organizational Factors on Problem Perception: Theory and Empirical Evidence from the Marketing-Technical Dyad," Journal of Business Research 42, 1 (1998), 25 - 38 (with P. Berthon and L. Pitt).

Michael H. Morris

Page 8

C) Articles in Academic Journals (cont.):

- "Correlates of Successful Family Business Transitions," Journal of Business Venturing, 8, 1 (1997), 2-17.
- "Factors Influencing Family Business Succession," International Journal of Entrepreneurial Behavior and Research, 2, 3 (1996) 68-81.
- "External and Internal Customer Managers: Differences in Perception and Decision-Making in the Marketing and Human Resource Dyad," Journal of Applied Business Research, Vol. 12, No. 1 (1996) (with L. Pitt and P. Berthou).
- "Pricing Under Conditions of Environmental Uncertainty: A Conceptual and Empirical Assessment," Journal of Marketing Management, Vol. 6, No. 2 (1996) (w/ R. Avila and L. Pitt).
- "The Effects of Centralization and Formalization on Entrepreneurship in Export Firms," Journal of Small Business Management, (36) 16-29 (1998), (with A. Caruana).
- "Modeling Ethical Attitudes and Behaviors Under Conditions of Environmental Turbulence: The Case of South Africa," Journal of Business Ethics, 15 (1996), 1119-1130 (with N. Peery, A. Marks, and J. Allen).
- "The Concept of Entrepreneurial Intensity: Implications for Company Performance," Journal of Business Research, 36, 1 (May 1996), 5-14 (with D. Sexton).
- "Entrepreneurial Activity in the Third World Informal Sector," International Journal of Entrepreneurial Behavior and Research, Vol. 2, No. 1 (1996), 59-76 (with L. Pitt).
- "When Marketing and Strategy Become One," Journal of General Management, Vol. 21, No. 2 (Winter 1995) 21-30, (with L. Pitt).
- "Relationships Among Environmental Turbulence, Human Resource Management & Corporate Entrepreneurship", Journal of Business and Entrepreneurship, 7 (1995), 161-76, (w/ E. Jones).
- "Environmental Turbulence and Organizational Buying: The Case of Health Care Benefits in South Africa," Industrial Marketing Management, 24, 4 (August 1995), 211-221, (with S. Hansen and L. Pitt).
- "Has Industrial Advertising Become Consumerized: A Longitudinal Perspective," International Journal of Advertising, 14 (1995), 349-364 (D. Lambert & L. Pitt).
- "An Entrepreneurial Perspective on Pricing," Journal of Professional Pricing, Vol. 4, No. 1 (1995).
- "Informal Sector Activity as Entrepreneurship: Insights from a South African Township," Journal of Small Business Management, Vol. 33, 1 (1995), 78-86 (with L. Pitt).
- "Are There Excellent Service Firms, and Do They Perform Well?," Service Industries Journal, 15, 3 (July, 1995), 243-256 (with L. Pitt and A. Caruana).

C) **Articles in Academic Journals (cont.):**

"The Determinants of Entrepreneurial Activity: Implications for Marketers," European Journal of Marketing, Vol. 29, No. 7 (1995), 31-48 (with P. Lewis).

"The Organization of the Future: A Unity of Marketing and Strategy," Journal of Marketing Management, Vol. 10 (1994), 553-560 (with L. Pitt).

"Marketing as Strategy: Beyond Territorial Boundaries", Futures, 26, 4 (1994), 391-402 (w/ L. Pitt).

"Fostering Corporate Entrepreneurship: Cross-Cultural Comparisons of the Importance of Individualism versus Collectivism," Journal of International Business Studies 25, 1, 65-89 (1994) (w/ D. Davis & J. Allen) (reprinted in *Corporate Entrepreneurship*, S. Zahra, Edward Elgar Pub., 2005)

"Expectations of Service Quality as an Industrial Market Segmentation Variable," Service Industries Journal, 16,1 (January 1996) (with L. Pitt and P. Oosthuizen).

"Cross-Cultural Definitions and Use of Marketing Strategy: A Tale of Two Countries," Long-Range Planning, Vol. 27, No. 1, 56-71 (February 1994) (with L. Pitt).

"Salesperson Failure: Definitions, Determinants, and Outcomes," Journal of Personal Selling and Sales Management, Vol. 14, No. 1, 1-16 (Winter 1994) (with R. LaForge).

"Reconceptualizing Entrepreneurship: An Input-Output Perspective," SAM Advanced Management Journal, Vol. 59, 1 (Winter 1994), 21-31, (with P. Lewis and D. Sexton), (reprinted in PEMselect, 1, 1995).

"The Impact of Environmental Dynamics on Pricing Behavior in Industrial Markets," Journal of Business and Industrial Marketing, Vol. 8, 28-43, 3 (1993).

"Human Resource Management Practices and Corporate Entrepreneurship: An Empirical Assessment," International Journal of Human Resources Management, Vol. 4, 4, 873-896, (1993) (with F. Jones).

"The Contemporary Use of Strategies, Strategic Planning and Planning Tools by Marketers: A Cross-National Comparison," European Journal of Marketing, 27, 9, 36-57 (1993).

"Entrepreneurship, Growth and Quality of Life: Implications for Public Policy," Journal of Private Enterprise, Vol. 9, 1, 24-58 (Summer 1993) (with D. Sexton and P. Lewis).

"Do Strategy Frameworks Apply in the U.S. and Abroad?," Industrial Marketing Management, Vol. 22 (1993), 215-221 (with L. Pitt).

"Individualism and the Modern Corporation: Implications for Innovation and Entrepreneurship," Journal of Management, Vol. 19, 3, 595-613 (1993) (R. Avila, J. Allen).

Michael H. Morris

Page 10

C) Articles in Academic Journals (cont.):

- "Measuring and Managing Customer Service in Industrial Firms," Industrial Marketing Management, Vol. 21 (November 1992), 343-353, (with D. Davis).
- "The Role of Entrepreneurship in Marketing Education," Marketing Education Review, Vol. 2 (Summer 1992), p. 1-10, (with G. Hills).
- "Redefining the Purchasing Function: An Entrepreneurial Perspective," Journal of Purchasing and Materials Management, Vol. 27, 4 (Fall, 1991), 2-9 (with R. Calantone).
- "Assessing the Relationships Among Performance Measures, Managerial Practices, and Satisfaction when Evaluating the Salesforce," Journal of Personal Selling and Sales Management, Vol. 11, 3 (Summer 1991), 25-36 (with D. Davis, J. Allen, and R. Avila).
- "Perceived Environmental Turbulence and Its Effect on Selected Entrepreneurship, Marketing, and Organizational Characteristics in Industrial Firms," Journal of the Academy of Marketing Science, Vol. 19, No. 1, (Winter 1991), 43-51, (with D. Davis and J. Allen).
- "Entrepreneurship as a Significant Factor in Societal Quality of Life," Journal of Business Research, Vol. 23, No. 1 (August 1991), 21-36, (with P. Lewis).
- "Sales Management as an Entrepreneurial Activity," Journal of Personal Selling and Sales Management, Vol. 10, No. 2 (Spring 1990), 1-16, (with R. Avila and G. Teeple).
- "Four Components of Effective Pricing," Industrial Marketing Management, Vol. 19, No. 4 (November 1990), 321-330, (with R. Calantone).
- "Institutionalizing Entrepreneurship in a Large Company: A Case Study of AT&T," Industrial Marketing Management, 19, 2 (May 1990), 131-139, (with D. Trotter).
- "Understanding Constraints on Entrepreneurship in Established Firms," Journal of Private Enterprise, 5, 1 (Fall 1989), 66-73.
- "Computer Awareness and Usage by Industrial Marketers," Industrial Marketing Management, 18, 3 (August 1989), 223-232, (with A. Burns and R. Avila).
- "Pricing an Industrial Service," Industrial Marketing Management, 18, 2 (May 1989), 139-146.
- "Satisfying Customer Expectations: The Effect on Conflict and Repurchase Intentions in Industrial Marketing Channels," Journal of the Academy of Marketing Science, 17, 1 (Winter 1989), 41-49, (with J. Cronin).
- "The Role of Entrepreneurship in Industrial Marketing Activities," Industrial Marketing Management, Vol. 17 (November 1988), 337-346, (with D. Davis).
- "How Marketers Evaluate Price Sensitivity," Industrial Marketing Management, Vol. 17 (May 1988), 1-8, (with M. Joyce).

C) **Articles in Academic Journals (cont.):**

"Organizational Rewards and Coalitions in the Industrial Buying Center," International Journal of Research in Marketing, 4, (1988), 131-146, (with G. Paul).

"Source Loyalty in Organizational Markets: A Dyadic Perspective," Journal of Business Research, 16, 2 (1988), 117-131.

"Separate Prices as an Industrial Marketing Tool," Industrial Marketing Management, Vol. 16 (May 1987), 79-86.

"The Relationship Between Marketing and the Emphasis on Entrepreneurship in Established Firms," Journal of Business Venturing, Vol. 2, (1987), 247-59, (with G. Paul).

"A Methodology for the Identification of Coalitions in Small Groups Using Multidimensional Scaling," in Small Group Behavior, (February 1987), 126-137, (with W. Stanton).

"Utilization of Computer Based Decision Support Systems in Transportation," International Journal of Physical Distribution & Materials Management, Vol. 15, (1985), 5-18, (w/ R. Calantone).

"Measuring Coalitions in the Industrial Buying Center," Journal of the Academy of Marketing Science, Vol. 13, (Fall 1985), 18-39, (w/ W. Stanton and R. Calantone).

"A Cross-Cultural Benefit Segmentation Analysis to Evaluate the Traditional Assimilation Model," International Journal of Research in Marketing, Vol. 2, (1985), 207-217, (w/ R. Calantone).

"Is the Cold War a Marketing Problem?," Business Horizons, (Nov/Dec 1985), 55-59.

"The Question of Value in Social Marketing: A Proposed Ethical Theory," American Journal of Economics and Sociology, Vol. 44, (April 1985), pp. 215-228, (with J. Sirgy), (also abstracted in Human Resources Abstracts, Vol. 20, p. 544).

"Coalitions in Organizational Buying," Industrial Marketing Management, Vol. 13, No. 2, (May 1984), 123-132.

C) **Selected Conference Presentations and Papers:**

"Benchmarking Entrepreneurial Activity in an American Indian Nation: Extending the GEM Methodology," 2011 Academy of Management Meetings, San Antonio, Texas (selected for publication in the Best Paper Proceedings) (w/Rebecca Franklin).

"Behavioral Orientations of Nonprofit Boards and Entrepreneurial Performance: Does Governance Matter?" 2009 Annual Meetings, Academy of Management, Chicago (w/ S. Coombes).

"Inner City Engagement and the University: Interaction, Emergence and Transformation," at the 2009 Annual Meetings, Academy of Management, Chicago, IL, August 2009.



D) Selected Conference Presentations and Papers (cont.):

- "The Business Model as Innovation Platform: Patterns of Emergence," 2008 Babson Entrepreneurial Research Conference, Chapel Hill, North Carolina (w/David Brannon).
- "An Entrepreneurial Orientation: The Role of Resources and Governance in Non-Profit Economies," 2007 Academy of Management Annual Meetings, Philadelphia, Pa (w/ S. Coombes and M. Haynie).
- "The Journey is the Destination: A Cross-disciplinary Perspective on Entrepreneurship as Experience," 2006 Academy of Management Meetings, Atlanta, GA. (w/A. Murdoch and D. Kuratko).
- "Antecedents and Outcomes of Entrepreneurial Orientation in a Nonprofit Context: Theoretical and Empirical Insights," 2006 Babson Entrepreneurial Research Conference (w/ S. Coombes).
- "Developing and Testing a Model of Resource Stretch in Entrepreneurial Ventures," 2005 Babson Entrepreneurial Research Conference (w/ D. Ireland and D. Kuratko).
- "Growth Orientation and Female Entrepreneurs: Why Women Choose to Remain Small and Why It Matters," 2005 Annual Babson Kauffman Entrepreneurial Research Conference (w/ N. N. Miyasaki, C.R. Watters, and S. Coombes).
- "Indigenous Entrepreneurship: Is It and if so What is It?" Workshop presented at 2004 Annual Meetings, Academy of Management, New Orleans, LA (w/ Robert Anderson, L. P. Dana)
- "Entrepreneurial Revolution, Educational Transformation, and the Future of Colleges and Universities," Presentation to the Historically Black Colleges and Universities (HBCU) Dean/Faculty Seminar, OVC Challenge, Atlanta, GA, April, 2004;
- "Methods, Models and Missteps in Achieving University-wide Entrepreneurship," 2004 Annual Conference, National Collegiate Inventors and Innovators Alliance, San Jose, CA.
- "Homosexuality as a Factor in Entrepreneurship: Experiences of Gays & Lesbians as Venture Owners," 2003 Annual Meetings, Academy of Management, Seattle (w/ M. Schindehutte).
- "Teaching Entrepreneurship Students the Concept of a Business Model," United States Assn. for Small Business and Entrepreneurship, Hilton Head Island, SC, January 2004.
- "High Growth Entrepreneurship, Peak Performance, and Extraordinary Experience," 2003 Babson Kauffman Research Conference, Wellesley, MA. (w/M.Schindehutte and J. Allen).
- "Values as a Factor in Ethnic Entrepreneurship: A Comparison of Six Sub-cultures," 2002 Babson Annual Research Conference, Boulder, CO (with M. Schindehutte).
- "Looking to the Past for the Future: Three Generalizations that Appear to Matter to an Emergent Market Segmentation Craft," 2002 Winter Educators' Conference, American Marketing Association, San Antonio, TX (w/ J. Lesser).

D) Selected Conference Presentations and Papers (cont.):

- "Female Entrepreneurs and Their Children: Implications for Family Life, Career Aspirations and Entrepreneurial Perceptions," 2001 Babson Annual Research Conference, Jonkoping, Sweden (with M. Schindehutte and C. Brennan).
- "Entrepreneurship and the Need for Management Control: Efficiency versus Effectiveness," Proceedings, USASBE Annual Conference, February 2001, Orlando: United States Association for Small Business and Entrepreneurship.
- "Network Processes of South African Black Entrepreneurs: A Relationship Approach to Entrepreneurial Development" 2000 Babson Annual Entrepreneurship Research Conference, Boston (with M. Schindehutte and S. Human).
- "Adaptation as a Core Entrepreneurial Competency: Components, Antecedents and Outcomes," Proceedings, 2000 Summer Educators Conference, American Marketing Association, Chicago (with M. Schindehutte).
- "Understanding Factors that Trigger Entrepreneurial Behavior in Established Firms: Cross-Cultural Perspectives," 1999 Annual Babson Research Conference, Columbia, South Carolina (with S. Zahra and M. Schindehutte).
- "The Need for Adaptation in Successful Business Concepts: Strategies for Entrepreneurs" Proceedings, 1999 Annual Conference, United States Association for Small Business and Entrepreneurship (USASBE), San Diego, CA
- "Company Pricing Orientation and Environmental Turbulence: Does National Culture Matter?" Proceedings, 1998 Annual Educators' Conf., American Marketing Association, Boston, MA.
- "On the Relationship Between Approaches to Marketing Strategy and Company Performance," Proceedings, 1995 Annual Conference, Academy of Marketing Science, Orlando, FL.
- "An Entrepreneurial Perspective on Marketing of Universities," Proceedings, Annual Symposium on Marketing of Higher Education (1994), Amer. Marketing Assn., New Orleans.
- "The Organization of the Future: A Unity of Marketing and Strategy," Proceedings, Marketing Educator's Group, 1994 Annual Conference, University of Ulster, Coleraine, N. Ireland, 711-718.
- "The Price of Government Dependency: Private Enterprise Response to Discontinuous Change in the Defense Industry", 1994 Annual Conference, Association of Private Enterprise Education (with D. Sexton).
- "Cultural Similarities & Differences: Small Businesses vs. Entrepreneurial Firms," Proceedings, 1994 Babson Entrepreneurship Research Conference, Wellesley, MA (w/ D. Sexton).

Michael H. Morris

Page 14

D) Selected Conference Presentations and Papers (cont.):

- "The Influence of Business Concentration on Movement Away from Declining Markets: A Study of Ohio-based Defense Firms", Proceedings, 1994 Annual Conference, Academy of Marketing Science, Nashville, TN (with D. Sexton).
- "The Concept of Entrepreneurial Intensity: Implications for Company Performance," Frontiers of Entrepreneurship Research, Proceedings, 1993 Babson Entrepreneurship Conference, Houston, TX.
- "An Entrepreneurial Approach to Sales Management," Proceedings, " 1993 National Sales Management Conference, Orlando, FL.
- "Dimensions of National Culture: Implications for Consumer Behavior and the International Marketing Mix." Proceedings, 1993 Academy of Marketing Science, Miami, FL.
- "Individualism-Collectivism and Corporate Entrepreneurship: Cross-Cultural Comparisons," Proceedings, 1992 Annual Babson Conference, INSEAD, Fountainebleau, France.
- "Service Quality in a High-Tech Industrial Market: An Application of SERVQUAL," Proceedings, 1992 Summer Conference, American Marketing Association, Chicago, IL.
- "Individualism as a Factor in Corporate Entrepreneurship: Perspectives of Marketers," Proceedings, Symposium on Marketing and Entrepreneurship, August 1991, San Diego, CA (with R. Avila).
- "Assessing Three Aspects of the Customer Service Function in Industrial Firms," Proceedings, Southern Marketing Association, November, 1991, Atlanta, GA (with D. Davis).
- "The Determinants of Societal Entrepreneurship: An Environmental Perspective," Proceedings, 1991 Educator's Conference, American Marketing Association, (Summer), 583-591, (w/ P. Lewis).
- "Diagnosing The Entrepreneurial Orientation of College Students: Implications and Measurement Issues," Proceedings, Symposium on Marketing and Entrepreneurship Research, August 1990.
- "Sales Force Performance Appraisal: Contemporary Issues and Practices," Proceedings, 1990 Annual Meetings, Southern Marketing Association, 413-418.
- "Developing an Entrepreneurial Orientation within Marketing Education: A Call for the 1990's," Proceedings, 1990 Summer Educator's Conf., American Marketing Assn., with D. Davis and R. Fisk, 151-156.
- "Environmental Turbulence, Entrepreneurship, & Marketing: A Proliminary Model," Proceedings, 1990 Winter Educator's Conference, American Marketing Assn., w/ D.Davis and J.Allen, 265-269.
- "Entrepreneurship as a Factor in Societal Quality of Life," Proceedings, Quality of Life Studies in Marketing & Management, 3rd National Conference, November, 1989, w/ P. Lewis, 494-496.

D) **Selected Conference Presentations and Papers (cont.):**

- "The Role of Entrepreneurship in Sales Management," Proceedings, Symposium on Marketing and Entrepreneurship Research, 1989, American Marketing Assn., with R. Avila, 183-199.
- "Measuring Source Loyalty: Buyer and Seller Perspectives," Proceedings, 1989 Annual Meetings, American Marketing Association, with R. Avila and A. Burns, 79-83.
- "How Market-Oriented are the Pricing Practices of Industrial Service Providers?," Proceedings, 1989 Annual Meetings, Academy of Marketing Science, with D. Davis, 430-435.
- "Attitudes Toward Corporate Entrepreneurship: Marketers Versus Non-Marketers," Proceedings, Symposium on Marketing and Entrepreneurship Research, 1988, American Marketing Association, with D. Davis, 139-150.
- "The Nature of Industrial Source Loyalty: Development of an Attitudinal Scale," Proceedings, 1988 Annual Meetings, Academy of Marketing Science, w/ R. Avila & A. Burns, 333-337.
- "Balanced Relationships as a Determinant of Industrial Source Loyalty," Proceedings, 1988 Pi Sigma Epsilon National Conference in Sales Management, with R. Avila.
- "Industrial Marketing Implications of Electronic Data Interchange," Proceedings, 1987 Annual Meetings, American Marketing Association, with T. Barrier, 35-40.
- "Macromarketing and Quality of Life - A Cybernetics Perspective," Proceedings, 1987 Winter Educator's Conference, American Marketing Association, with J. Sirgy.
- "The Distinctive Needs and Problems in Industrial Goods Classification," Proceedings, 1987 Annual Meetings, Academy of Marketing Science, with P. Gillett, 387-392.
- "Implications of Trends in Materials Management for the Industrial Marketer," Proceedings, 1986 Annual Meetings, American Marketing Association, with J. Dalley, 212-217.
- "A Dyadic Perspective on Source Loyalty," Proceedings, 1986 Annual Conference, Southern Marketing Association, with J. Holman, 18-22.
- "Cybernetics and Macromarketing," Proceedings, Annual Meetings of the Society for General Systems Research, May 1986, with J. Sirgy.
- "The Use of Price Discrimination as a Demand Management Technique in The Service Sector," Proceedings, 1986 Annual Meetings, Academy of Marketing Science, (w/ D. Davis), 204-207.
- "Application of General Systems Theory Concepts to Marketing Channels," Proceedings, 1985 Annual Meetings, American Marketing Association, with J. Sirgy, 334-340.
- "Implications of Structure for New Product Success," Proceedings, 1985 Annual Meetings, Southern Marketing Association, 235-239.

**D) Selected Conference Presentations and Papers (cont.):**

"Paradigms for New Product Development," Proceedings, 1985 Educator's Conference, American Marketing Assn., w/ R. Calantone, 324-329.

"A Cybernetic/Control Framework for Marketing Channels," Proceedings, 1985 Annual Meetings, Academy of Marketing Science, with J. Sirgy, 211-215.

"Dimensions of Perceived Risk in Organizational Buying Decisions," Proceedings, 1984 Annual Meetings, Academy of Marketing Science, 42-46.

"A Model of Coalition Formation in the Industrial Buying Center," Proceedings, 1984 Educator's Conference, Chicago: American Marketing Association, 40-44.

"Product Innovation and the Strategic Impact of the Marketing Concept," Proceedings, 1984 Educator's Conference, Chicago: American Marketing Association, with W. Lundstrom, 226-230.

"The Buying Game: An Experiential Approach to Developing an Industrial Marketing Orientation," Proceedings, Atlantic Marketing Association, October, 1984, 72-77.

"Organizational Environment and the Marketing Concept," in J. H. Summey, et al, (eds.), Proceedings, 1983 Annual Meetings, Southern Marketing Association, pp. 272-276.

"The Problem of Economic Valuation in Social Marketing," in B. J. Walker, et al., (eds.), Proceedings, 1982 Educators' Conference, American Marketing Association, pp. 350-354.

**E) Other Research and Publishing Activity:**

The Impact of Organizational Reward and Measurement Systems on Coalition Formation in the Buying Center, unpublished doctoral dissertation, Virginia Polytechnic Institute and State University, July, 1983 (winner, Academy of Marketing Science Outstanding Doctoral Dissertation Award)..

"Taking TSM&O to the Next Level," ITE Journal, September 2008, Washington, DC: Institute of Transportation Engineers.

"Africa's Future: Do We Really Understand the Informal Sector?" African Analyst Quarterly, (2007).

Wrote "Foreword", to Entrepreneurship in Pacific Asia (2006), by Leo Paul Dana (World Scientific).

"HR Practices that Promote Entrepreneurship," HRMagazine, (May, 1995), 86-91 (With F. Jones).

"Make Marketing Curriculum Entrepreneurial," Marketing Educator, Vol. 9, No. 3, (Fall 1990), 1,8.

Editor, An Academic Bibliography on the Marketing/Entrepreneurship Interface, in association with the American Marketing Association (1994).

Michael H. Morris

Page 17

Worked on ongoing quarterly econometric forecasting model of the Dayton, Ohio SMSA, with Dr. Mark Fabrycy, Department of Economics, Wright State University, 1975-1976.

Periodic contributor, The Stockton Record, Orlando Sentinel, Orlando Business Journal, Perspectives, Vodaworld, Business Day, Financial Mail.

Developed feasibility study for the City of Stockton/Chamber of Commerce Small Business Incubator, January-February 1994.

"Creating the Next Generation of Entrepreneurs in Russia," *Modern Russia*, October 5, 2011.

#### **CURRICULUM INNOVATIONS AND COURSES TAUGHT:**

Extensive experience in designing and implementing comprehensive, award-winning entrepreneurship curricula at the undergraduate and graduate levels. Courses taught include:

Doctoral Level: Theoretical Foundations of Entrepreneurship

MBA/Masters Level: Global Entrepreneurial Management (MBA Capstone taught live and on-line), Entrepreneurial Marketing, Corporate Entrepreneurship, Venture Capital, Opportunity Recognition and Ideation, Asian-Pacific Entrepreneurship, Entrepreneurship in Science & Technology, Entrepreneurship Empowerment in South Africa.

Undergraduate Level: Introduction to Entrepreneurship, Imagination, Guerrilla Marketing, Managing Small Business Growth, Dilemmas and Debates in Entrepreneurship, Financial Aspects of Entrepreneurship, Corporate Venturing, The Business Plan Laboratory, Emerging Enterprise Consulting, Strategic and Entrepreneurial Management (undergraduate capstone), and twelve modules on entrepreneurial competencies designed to be dropped into a range of courses.

#### **RECENT PROFESSIONAL TALKS**

"Risk Management, Leveraging and The Guerrilla Mindset: Understanding How to Act Entrepreneurially" Talk given to various civic and professional organizations.

"Health Entrepreneurship: Conceptualizing the Domain and Establishing Priorities," Keynote Talk, International Conference on Health Innovation and Entrepreneurship, Oklahoma City, OK (March 2012)

"Toward a New Model of Economic Development," Seminole County, Florida Business Leadership Council, April 2011

"The Entrepreneurial University," World Creativity Forum, Oklahoma City, OK, Nov. 2010 and "New Patterns in University-wide Entrepreneurship," NCIIA Annual Conference, Washington, D.C, March, 2011.

"What Will Entrepreneurship Programs Look Like in 2020," given at the 2009 Meetings of the Global Consortium of Entrepreneurship Centers, Rice University, Houston, TX, October 2009.

Michael H. Morris

Page 18

"Marketing, Chaos and Creation: Our Entrepreneurial Future.", keynote talk given at AUMEC Global Conference, Antalya, Turkey, April 2009.

"Building a World Class Entrepreneurship Program: Challenges and Approaches," presented at Dean and Faculty Development Seminar, Annual Entrepreneurship Conference, Historical Black Colleges and Universities, April, 2009, Atlanta, GA and multiple other forums.

"How Entrepreneurship and Entrepreneurship Education are Changing...and How They are Changing the Modern University" University of Florida, November, 2008.

"Understanding Entrepreneurship as Experience: A Research Agenda" given as part of Research Seminars Program, Georgia Southern University, November, 2008.

"Universities and the Transformation of the Inner City: An Entrepreneurial Approach," given at various forums (2007-2009)

"The Impending Transformation of Iowa: Is Bio-energy Really an Entrepreneurial Solution?," University Lecture, Iowa State University, April, 2007.

"Innovation, Opportunity, and American Social Security," Series on Critical Issues for the United States, Maxwell School of Citizenship and Public Affairs, Syracuse University, October 2006.

"Disciplinary Emergence: On the Need for Entrepreneurship Research to be 'Interesting' and 'Relevant'," Keynote Presentation at Special Conference, Entrepreneurship Interest Group, British Academy of Management, Manchester Metropolitan University, Manchester, UK., March, 2007.

#### AWARDS AND GRANTS:

Leavey Award for Excellence in Private Enterprise Education, Freedoms Foundation, March 2011.

2012 Entrepreneurship Educator of the Year, United States Association for Small Business & Entrepreneurship, Awarded at Annual Conference in New Orleans.

Winner of the 2012 Gerald E. Hills Best Paper Award from the American Marketing Association for "Entrepreneurial Marketing: A Construct for Integrating Emerging Entrepreneurship and Marketing Perspectives" published in the *Journal of Marketing Theory & Practice*; Award is given to a paper published over a 10 year period that has had wide-reaching impact on the marketing and entrepreneurship interface.

Military Veterans Small Business Champion Award, Tulsa Chamber of Commerce, May 2011.

Faculty Award for Best Study Abroad Program, Oklahoma State University, April 2010.

Oklahoma State University Golden Torch Recipient, Mortar Board, April 2010.

Recipient, 2009 Outstanding Faculty Award, Graduate Entrepreneurship Program, College of Business, University of Florida, Gainesville, FL. (spent sabbatical semester at U.F.)

**Awards and Grants (cont.):**

Selected as one of the top twenty professors of entrepreneurship in the USA by Fortune Small Business (August 2007).

Awarded the 2006 Distinguished Service Award for Outstanding Service and Dedication, National Consortium of Entrepreneurship Centers.

Selected for the "2006 Outstanding Faculty Member Award", MBA Student Association, Syracuse University.

Selected for the "2004 Outstanding Faculty Member Award", MBA Student Association, Syracuse University.

Recipient, Oberwager Prize for Impacting Students Beyond the Classroom, Syracuse University (2004).

Awarded the Edwin and Gloria Appel Prize for contributions to the field of entrepreneurship, Babson College, June 2001

Inducted as Fellow, 21<sup>st</sup> Century Entrepreneurial Research Fellows, sponsored by the National Consortium of Entrepreneurship Centers and the Kauffman Foundation, March 2001.

Director of winning program (Miami University), 2001 National Model Undergraduate Entrepreneurship Program, United States Association for Small Business & Entrepreneurship (USASBE).

Entrepreneur of the Year Award, Ernst and Young, Supporter Category, Cincinnati, June 2000.

Awarded \$5,384,000 in grants to support entrepreneurship programs at Oklahoma State University, Syracuse University and Miami University; Grants have been won from the Koch Foundation, Kauffman Foundation, the Gifford Foundation, the Coleman Foundation, the Beyster Foundation, the Procter and Gamble Fund, the Kay Bank Foundation, Chase Bank, Bank of America, and the National Collegiate Inventors and Innovators Alliance.

William D. Novelli Award for Innovation in Social Marketing, 1998 Social Marketing Conference, Arlington, VA.

Best Developmental Entrepreneurship Paper, 42nd Annual ICSB/USASBE World Conference, San Francisco, June 1997.

Kauffman Foundation for Entrepreneurial Leadership Grant, Fall 1999, to create "The Experiential Classroom", a series of clinics to teach entrepreneurs, adjuncts and those with Ph.D.'s from other disciplines how to teach entrepreneurship.

Research Grant, Small Business Foundation of America, for "Sustaining the Entrepreneurial Society," part of the SBFA Working Paper Series, June-November, 1995.



**Awards and Grants (cont.):**

Best Paper Award, Product and Price Management Track, 1994 Annual Conference, Academy of Marketing Science, Nashville, TN.

Literati Award for Best Article, Journal of Business and Industrial Marketing, 1993.

Fulbright Scholar, 1992-93 Academic Year, Republic of South Africa, J. William Fulbright Scholarship Board, Council for International Exchange of Scholars, Washington, D.C.

Winner, 1993 Competition on Free Enterprise, Entrepreneurship, and Public Policy, Sponsored by National Federation of Independent Businesses and Association for Private Enterprise Education, for Paper Entitled "Entrepreneurship, Growth, and Quality of Life: Implications for Public Policy."

Recipient, Research Grant from the Society for Human Resource Management (SHRM) for project on the relationship between HRM Practices and Entrepreneurial Behavior, Spring, 1993.

Recipient, \$5,000 Competitive Grant, Project Entitled "Human Resource Management Practices and Entrepreneurship," Division of Sponsored Research, Univ. of Central Florida, (5/91).

Outstanding Researcher Award, 1991, College of Business Administration, University of Central Florida, Orlando, FL.

Top National Faculty Advisor Award, Pi Sigma Epsilon Sales and Marketing Fraternity, 1990 Annual Conference, Dallas, TX.

Award for Outstanding Service, 1990, College of Business Administration, University of Central Florida, Orlando, FL.

Top Faculty Advisor Award, Pi Sigma Epsilon, National Sales and Marketing Fraternity, Awarded at 1988 Annual Conference, Atlanta, GA.

Best Paper Award, Channels of Distribution Track, 1989 National Conference, Academy of Marketing Science, Orlando, FL.

Teacher of the Year Award, 1989, College of Business Administration, University of Central Florida, Orlando, FL.

Outstanding Researcher Award, 1988, College of Business Administration, University of Central Florida, Orlando, FL.

Steven J. Shaw Award for Outstanding Paper, Buyer Behavior Track, and Overall Conference, 1986 Annual Conference, Southern Marketing Association.

First Place, 1984 National Dissertation Competition, Academy of Marketing Science, Niagara Falls, NY.

Michael H. Morris

Page 21

**Awards and Grants (cont.):**

Recipient, 1981 Annual Research Grant, Purchasing Management Association of the Carolinas and Virginia.

The Honors Award in Economics, Department of Economics, Wright State University, 1974-1975 academic year.

**SELECTED SERVICE ACTIVITIES:**

Head, School of Entrepreneurship, Oklahoma State University, January 2009-present; launched the school and a new major, minor, MBA concentration, MS Program and Ph.D. Program together with portfolio of seventeen cross-campus entrepreneurship initiatives and a set of high impact community outreach programs; built an eleven-person faculty team and related support infrastructure, including student incubators and entrepreneurship dormitory. Program was selected as 2012 National Model Entrepreneurship Program by USASBE, ranked in top ten globally for entrepreneurship research productivity, and ranked in top 25 for undergraduate and for graduate entrepreneurship programs.

Head, Department of Entrepreneurship, Syracuse University, August 2002-July 2007. Launched new academic unit, hired faculty and built program. We received the 2004 NASDAQ Center of Entrepreneurial Excellence Award (October 2004); Our program was designated by Fortuna Small Business, Forbes Magazine and by U.S. News and World Report as a top ten program. The program was the winner of the 2005 "National Model Entrepreneurship Program Award" given by USASBE and was recognized in 2006 for Advancing the Discipline of Entrepreneurship by the National Consortium of Entrepreneurship Centers.

Series Co-editor (with Duane Ireland), Prentice-Hall Series in Entrepreneurship (fifteen book series).

Immediate Past President (2010), President (2009), President-elect (2008), Vice President for Programs (2007), Senior Vice President for Divisions (2005), Chairman, Audit Committee (2004), and Vice President, Education Division (2004), United States Association for Small Business and Entrepreneurship (USASBE). Created the 'National Syllabus Exchange in Entrepreneurship' and the 'Innovative Teaching Practices' features now available on the USASBE website.

Editor, Journal of Developmental Entrepreneurship, May 1998-January 2005.

Founder and Director, Experiential Classroom, a national clinic to share best practices in entrepreneurship education with faculty members from around the country; Clinic is held annually over a three-day period with approximately seventy-five delegates attending (May 1999-present).

**Selected Service Activities (cont.):**

- Editorial Review Boards, Strategic Entrepreneurship Journal, 12/08-present, Journal of Small Business Management 8/04-present, International Small Business Journal 2/07-present; Journal of Small Business and Entrepreneurship, 8/04-present, Journal of Entrepreneurial Finance and Business Ventures, 2002-present; Journal of Asia Entrepreneurship and Sustainability, 12/04-present; International Journal of Innovation and Entrepreneurship, 2000-present; Journal of Developmental Entrepreneurship, 1997- present; European Journal of Innovation Management, 1997-present; Journal of the Academy of Marketing Science, 1985-1990; Industrial Marketing Management 1998-present, Journal of Personal Selling and Sales Management, 1990-1995; Marketing Education Review, 1993 -1995.
- Occasional Reviewer, Academy of Management Journal, Journal of Business Venturing, Entrepreneurship Theory and Practice, Journal of Business Venturing, Small Business Economics and MIT Sloan Management Review.
- Founded and annually coordinate the Disabled Veterans Entrepreneurship Program, offered at Oklahoma State University and at partner institutions; an intense exposure to entrepreneurship offered at no fee to selected veterans.
- Founded and annually coordinate the Entrepreneurship Empowerment in South Africa Program, a joint initiative with three U.S. universities and the University of the Western Cape where U.S. and African students work with historically disadvantaged entrepreneurs for 6 weeks.
- Advisory Committee, National Science Foundation Grants on Entrepreneurship Education and Engineering Schools, National Collegiate Inventors and Innovations Alliance, 2008-2009.
- Program Chair and Host School, National Consortium of Entrepreneurship Centers, 2007 Annual Conference, Syracuse University, October, 2007.
- Coordinator, doctoral program in entrepreneurship, Syracuse University, and supervisor, doctoral committees of Susan Coombes, David Brannon, and April Murdoch.
- Chair, Masters Board, Whitman School of Management, Syracuse University, 2006-07 Academic Year; oversaw implementation of major MBA Program revision.
- Served the State of New York (SUNY system) as external reviewer for the proposed BBA in Entrepreneurship at SUNY-Morrisville (2006).
- External assessor, faculty promotion and tenure cases in entrepreneurship, various universities, approximately three cases per year.
- Served on selection committee for the Heizer Dissertation Award, Academy of Management, awarded to the top dissertation in entrepreneurship (2005).
- Faculty Advisor, Entrepreneurship Club, Syracuse University (2002-2008).

Michael H. Morris

Page 23

**Selected Service Activities (cont.):**

External Examiner for Doctoral Dissertations, Henley Management College, Henley-on-Thames, Oxfordshire, UK; University of Cape Town, Capt Town, South Africa;

Advisory Council, Historically Black Colleges and Universities (HBCU) Dean/Faculty Development Program, March 2003-2009.

Fellow, Foundation for Enterprise Development, San Diego, CA, January 2002-present.

Member, Entrepreneurial Council, Syracuse Chamber of Commerce, February 2003-2008

Co-Chair, Promotion and Tenure Committee, 2004-5 Academic Year, Whitman School of Management, Syracuse University.

Member, Board of Trustees, Graduate School of Sales and Marketing Management (GSSMM), Sales and Marketing Executives International, 2002-2004; Academic Dean of GSSMM in 2003-4.

Launched, and Served as Director, Women Igniting the Spirit of Entrepreneurship (WISE), annual symposium on women's entrepreneurship attracting approximately eight hundred delegates (1999-2010).

Member, National Advisory Board for Entrepreneurship in Higher Education, Kauffman Center for Entrepreneurial Leadership, February 2002- 2004.

Regularly serve as consultant to various universities and colleges, assisting in the development of their entrepreneurship programs.

Track Chair, Entrepreneurship and Marketing Track, 2002 Summer Educator's Conference, American Marketing Association, San Diego, CA.

Member, Advisory Board, UIC Symposium on Marketing and Entrepreneurship.

Member, Entrepreneurship Center Relations Committee, Entrepreneurship Division, Academy of Management, June 1999- present.

Track Chair, Entrepreneurship & Technology Track, 2000 Academy of Marketing Science Meetings.

Founder & Director, Entrepreneurship Performance Index (EPI), a national database for benchmarking entrepreneurial performance among leading firms in South Africa.

Inducted, Mu Kappa Tau National Honor Society.

Organized the first annual Corporate Entrepreneurship Symposium, held in Cincinnati, OH, Oct. '99.

Chairman, Task Force on Marketing-Entrepreneurship Interface, American Marketing Assn., 8/91-8/94.

Track Chairman, Marketing Strategy, 1995 Annual Meetings, Academy of Marketing Science.

Michael H. Morris

Page 24

**Selected Service Activities (cont.):**

Member, Board of Directors, International Society for Quality-of-Life Studies, 12/93-12/99.

Member, Strategic Planning Committee, National Conference on Sales Management, 1/92- 6/93.

Editor, Proceedings, 1989 Annual Conference, Atlantic Marketing Association.

Editor, Proceedings, 1986 Annual Conference, Atlantic Marketing Association.

Track Chair, Entrepreneurship & Innovation Track, Quality of Life Studies in Marketing and Management, 3rd Annual Conference, Blacksburg, Va., Nov., 1989, and 4th Annual Conference, Washington, D.C., Nov., 1992.

Chairman, Undergraduate Curriculum Committee and College Research Committee, College of Business Administration, University of Central Florida, 1/90 - 12/91.

Internship Program Coordinator, Dept. of Marketing, Univ. of Central Florida, 1987-1991.

Faculty Advisor, Pi Sigma Epsilon Chapter, (1986-1990), and Entrepreneurship Club (1988-1993), University of Central Florida.

Track Chairman, Industrial Marketing/Personal Selling Track, 1994 and 1986 Annual Meetings, Academy of Marketing Science.

Panel Discussant, "UCF Views The News," live weekly television and radio program, WUCF, Orlando, Florida, 1987-1990.

Director, Experiential Learning Program, Randolph-Macon Woman's College, 1980-1982.

United Way Campaign chair, 1979-1982, Randolph-Macon Woman's College, Lynchburg, VA.

Committeeman, Seminole County Republican Party, Seminole County, Florida, 1985-1990.

Serve on Advisory Board or Board of Directors, Wireless Grids, Syracuse NY; Florida Venture Group, Orlando, FL; CardCare.Com, Chicago, IL; IdealResults, Phoenix, AZ; Drake University Entrepreneurial Leadership Institute; and Objective Resources International, LLC, PSC Systems, Orlando, Florida, DeltaRX Institute, and Syracuse Academy of Science.

Member, Fulbright Association, Academy of Management, United States Association for Small Business and Entrepreneurship, American Marketing Association, Academy of Marketing Science, Association of Private Enterprise Education, American Legion, Tulsa Rotary.

REFERENCES (available on request)

Updated 7/2/12

**Selected References**  
**Michael H. Morris**

Dr. Duane Ireland  
University Distinguished Professor  
Conn Chair in New Ventures  
Dept. of Management  
Texas A&M University  
College Station, Texas 77843  
Ph.: (979) 845-4851  
[DIreland@mays.tamu.edu](mailto:DIreland@mays.tamu.edu)

Dr. Karl Vesper  
Professor of Entrepreneurship  
College of Business Administration  
University of Washington  
Seattle, Washington 98105  
Phone: (858) 488-2112  
[kvesper@uw.edu](mailto:kvesper@uw.edu)

Dr. Gerry Hills  
Robert Turner Chair of Entrepreneurship  
& Professor  
Baker Hall 102  
College of Business Administration  
Bradley University  
Peoria, Illinois  
Ph: (309) 677-2310  
[ghill@bradley.edu](mailto:ghill@bradley.edu)

Dr. Donald Kuratko  
Jack M. Gill Chair of Entrepreneurship  
Executive Director  
Johnson Center for Entrepreneurship & Innovation  
The Kelley School of Business  
Indiana University  
Bloomington, IN 47405-1703  
Phone: 812-855-4248  
[dkuratko@indiana.edu](mailto:dkuratko@indiana.edu)

Dr. Alex DeNoble  
Professor of Entrepreneurship  
College of Business Administration  
San Diego State University  
San Diego, California 92182  
Phone: 619-594-4890  
[adenoble@mail.sdsu.edu](mailto:adenoble@mail.sdsu.edu)

Dr. Raymond (Buddy) La Forge  
Brown Forman Professor of Marketing  
College of Business Administration  
University of Louisville  
Louisville, KY 40292  
Phone: (502) 852-4849  
[buddy.laforge@louisville.edu](mailto:buddy.laforge@louisville.edu)

## ANER SELA

*Academic Curriculum Vitae – January 2013*  
Department of Marketing, Warrington College of Business Administration  
212 Bryan Hall, University of Florida, Gainesville, FL 32611  
Tel: (352) 273-3271, Email: [aner.sela@warrington.ufl.edu](mailto:aner.sela@warrington.ufl.edu)

### Academic Positions

---

Assistant Professor of Marketing, University of Florida, 2010 – present

### Education

---

*Ph.D., Marketing, June 2010*  
Stanford Graduate School of Business – Stanford University, CA

*M.A., Magna cum Laude, Finance/Marketing, June 2004*  
The Hebrew University of Jerusalem, Israel

*B.Arch., Architecture, December 2000*  
Bezalel Academy of Art and Design, Israel

### Research Interests

---

Judgment and decision making, Decision difficulty, Consumer lay-theories,  
Inference-making and attribution, Value perceptions.

### Journal Publications

---

1. Sela, Aner and Jonah Berger, (2012), “How Attribute Quantity Influences Option Choice,” *Journal of Marketing Research*, 49 (December), 942-53.
2. Sela, Aner and Jonah Berger (2012), “Decision Quicksand: How Trivial Choices Suck Us In,” *Journal of Consumer Research*, 39 (August), 360-70.  
- Press coverage: Wired Magazine, Wall Street Journal, The Guardian, Forbes, The Atlantic, Scientific American
3. Sela, Aner, S. Christian Wheeler, and Gülen Sarial-Abi (2012), “‘We’ are Not the Same as ‘You and I’: Causal Effects of Minor Language Variations on Consumers’ Attitudes Toward Brands” *Journal of Consumer Research*, 39 (October), 629-43.

4. Simonson, Itamar and Aner Sela (2011), "On the Heritability of Consumer Decision Making: An Exploratory Approach for Studying Genetic Effects on Judgment and Choice," *Journal of Consumer Research*, 37 (April), 951-66.  
- Press coverage: The Times, Time Magazine, The Atlantic, Daily Telegraph
5. Sela, Aner and Baba Shiv (2009), "Unraveling Priming: When Does the Same Prime Activate a Goal versus a Trait?" *Journal of Consumer Research*, 36 (October), 418-33.
6. Sela, Aner, Jonah Berger and Wendy Liu (2009), "Variety, Vice, and Virtue: How Assortment Size Influences Option Choice," *Journal of Consumer Research*, 35 (April), 941-51.  
- Press coverage: Los Angeles Times, Boston Globe

#### **Under Revision**

---

7. Sela, Aner and Michal Maimaran, "Variety as a Preference Strength Signal," *Revising for 2<sup>nd</sup> round at JCR*.
8. Sela, Aner, Itamar Simonson, and Ran Kivetz, "Beating the Market: The Allure of Unintended Value," *Invited revision at JMR*.

#### **Working Papers and Manuscripts in Preparation**

---

- Sela, Aner, Jonah Berger, and Gia Nardini, "Getting Mired in Simple Decisions: The Role of Shrinking Attribute Weight Variance," *working paper*.
- Sela, Aner and Jonah Berger "On Metacognition and Culture," *working paper*.
- Sela, Aner, "Construal Level as a Determinant of Evaluative Consistency versus Compensatory Inferences," *manuscript in preparation*.
- Sela, Aner and Itamar Simonson "By Tradeoff or By Criterion: Bottom-Up Construction of Constructive Decision Rules," *manuscript in preparation*.
- "Heritability of Consumer Decision Making" (with Itamar Simonson, Donnel Briley, and Shane Frederick), *data collected*.



## **Honors, Awards, and Fellowships**

---

- AMA Consortium Faculty Fellow, 2011
- Invitational Choice Symposium Participant, 2010
- AMA Doctoral Consortium Fellow, 2009
- Lieberman Fellowship, Stanford University, 2008-09  
(Awarded to 9 graduate students at Stanford University, across all disciplines, in recognition of outstanding scholarship, teaching, and potential for academic leadership.)
- Stanford GSB Interdisciplinary Research Grants, 2006-08
- Solomon Fellowship in Business, The Hebrew University of Jerusalem, 2005-06
- Magna Cum Laude Graduate, The Hebrew University of Jerusalem, 2004

## **Conference Presentations**

---

2012

“Variety as a Preference Strength Signal,” *ACR*, Vancouver, BC.  
Session co-chair (Variety)

“By Tradeoff or by Criterion: Bottom-Up Construction of Constructive Decision Rules,” *ACR*, Vancouver, BC.

“Decision Quicksand: Getting Mired in Simple Decisions,” *BDRM*, Boulder, CO.

“Less is More: Variety as a Preference Strength Signal,” *SCP*, Las Vegas, NV.  
Session co-chair (Variety)

“Decision Quicksand: Getting Mired in Simple Decisions,” *SCP*, Las Vegas, NV.

2011

“Getting Mired in Simple Decisions: The Role of Shrinking Attribute Weight Variance,” *ACR*, St. Louis, MO.  
Session co-chair (Choice Difficulty 2.0)

2010

“Decision Quicksand: When Trivial Choices Suck Us In,” *SJDM*, St. Louis, MO.

“Attribute Quantity and Option Choice,” *ACR*, Jacksonville, FL.

“Decision Quicksand: When Trivial Choices Suck Us In,” *ACR*, Jacksonville, FL.  
Session co-chair (New Frontiers in Metacognition)

2009

“Negative Effects of Explicit Customization on Perceptions of Opportunity,” *ACR*, Pittsburgh, PA.  
Session chair (Customization and Consumer Choice)

“You and We: Causal Effects of Minor Language Variations on Brand Perceptions,” *ACR*, Pittsburgh, PA.  
Session chair (Effects of Minor Language Variations on Consumer Persuasion)

“Priming and the Choice Context: The Interplay of Priming and Context Effects”  
(with Itamar Simonson), *SCP*, San Diego, CA.

2008

“The Dual Role of Product Attributes in Option Choice,” *SJDM*, Chicago, IL.

“Variety, Vice, and Virtue: How Assortment Size influences Option Choice,” *ACR*,  
San Francisco, CA.  
Session co-chair (Justification and Choice)

“Priming and the Choice Context: The Interplay of Nonconscious Goals and Context  
Effects” (with Itamar Simonson), *Marketing Brown Bag Seminar*, Stanford  
Graduate School of Business

2007

“Variety, Vice, and Virtue: How Assortment Size influences Option Choice,” *SJDM*,  
Long Beach, CA.

#### **Invited Talks**

---

Columbia Business School  
Cornell University  
Harvard Business School  
IDC, Israel  
London Business School  
NYU  
Rice University  
UCSD  
University of Chicago  
University of Florida  
University of Miami

#### **Proceeding Publications**

---

Sela, Aner and Michal Maimaran (2013), “Variety as a Preference Strength Signal,”  
*Advances in Consumer Research*, 40.

Sela, Aner, and Itamar Simonson (2013), “By Tradeoff or by Criterion: Bottom-Up  
Construction of Constructive Decision Rules,” *Advances in Consumer Research*,  
40.

Sela, Aner and Jonah Berger (2012), “Getting Mired in Simple Decisions: The Role  
of Shrinking Attribute Weight Variance,” *Advances in Consumer Research*, 39.

Sela, Aner and Jonah Berger (2011), “Attribute Quantity and Option Choice,”  
*Advances in Consumer Research*, 38.

Sela, Aner and Jonah Berger (2011), “Decision Quicksand: When Trivial Choices  
Suck Us In,” *Advances in Consumer Research*, 38.

- Sela, Aner, Itamar Simonson, and Ran Kivetz (2010), "Negative Effects of Explicit Customization on Perceptions of Opportunity," *Advances in Consumer Research*, 37.
- Simonson, Itamar and Aner Sela (2010), "On the Heritability of Choice, Judgment, and "Irrationality": Are People Born to Live on the Edge or in the Mainstream?" *Advances in Consumer Research*, 37.
- Sela, Aner and Christian Wheeler (2010), "You and We: Causal Effects of Minor Language Variations on Brand Perceptions," *Advances in Consumer Research*, 37.
- Sela, Aner, Jonah Berger and Wendy Liu (2009), "Variety, Vice, and Virtue: How Assortment Size Influences Option Choice," *Advances in Consumer Research*, 36.
- Sela, Aner and Baba Shiv (2008), "The Activation-Striving Model of Construct Activation: Predicting Goal vs. Trait Activation from Priming," *Advances in Consumer Research*, 35.
- Sela, Aner and S. Christian Wheeler (2008), "You and Us: Causal Effects of Language Use and Relationship Status on Consumers' Perceptions," *Advances in Consumer Research*, 35.

### **Teaching and Mentoring**

---

- MAR 6833: New Product Development (graduate level, Spring 2011 – present)
- MAR 4832: New Product Development (undergraduate, Spring 2011 – present)

Dissertation Committees (University of Florida):

- Gia Nardini
- Yanmei Zheng
- Tom Cross (Management Department)
- Andrew Woolum (Management Department)

Honors Theses and University Scholars Supervised (University of Florida):

- Lanita Patton (2012-13)

### **Service**

---

- Program Committee, ACR Conference (2012)
- Program Committee, SCP Conference (2013)

Ad-hoc reviewer for:

*Journal of Consumer Research, Journal of Marketing Research, Journal of Consumer Psychology, Journal of Experimental Psychology: General, Journal of Retailing, Journal of Economic Psychology, International Journal of Research in Marketing, Information Systems Research, Appetite, SCP Dissertation Competition, Research Grant Council (RGC) of Hong Kong, ACR conference, SCP conference*

University of Florida:

- Specialized Graduate Programs Committee (2011-2013)
- Mentor for the Minority Mentor Program (2010-2011)

**Professional Affiliations**

---

Association for Consumer Research  
Society for Consumer Psychology

## Jane Yellowlees Douglas

2801 NW 23<sup>rd</sup> Blvd, #V-151  
Gainesville, FL 32605  
(352) 505-9059  
[jane.douglas@warrington.ufl.edu](mailto:jane.douglas@warrington.ufl.edu)  
mobile: (352) 514-0468

PO Box 117150  
University of Florida  
Gainesville, FL 32611-7150  
(352) 275-3215

### Education:

- Ph.D., English Education, New York University  
Major field of concentration: Computers and Writing  
Secondary concentrations: Aesthetics and Education; Cinema Studies  
*Dissertation:* "Print Pathways and Interactive Labyrinths: How Hypertext Narratives Affect the Act of Reading." Chair: Gordon Pradl.
- M.A., English Language and Literature, University of Michigan  
Concentration: Literary theory/cinema studies.  
*Thesis:* "Sage in Motley: Robert Armin and His Influence on the Wise Fool Roles in Shakespeare."
- B.A., University of Michigan, Concentrations: English language and literature, cinema studies.  
*Summa cum laude*, Phi Beta Kappa

### Academic Honors:

- Outstanding Faculty Award, MBA Core*, Hough Graduate School of Business, May 2013  
*Golden Key National Honor Society Honorary Inductee*  
(one of two faculty/admin campus-wide annually elected) March 2013  
*Outstanding Faculty Award, MBA Core*, Hough Graduate School of Business, May 2012  
*Graduate Teacher of the Year 2010-2011*, Hough Graduate of Business, January 2012  
*Presidential Poster Award*, American Conference of Gastroenterology, 2011  
*Outstanding Faculty Award, MS in Entrepreneurship Class of 2011*, Hough Graduate School of Business, University of Florida  
*Outstanding Faculty Award, MBA Class of 2001*, Warrington College of Business, University of Florida  
*Finalist, Ted Nelson and Douglas Engelbart awards*, International Hypertext Conference, 2000  
*Finalist, Ellen Nold Award* for excellence in contribution to field of computers and composition, 1997  
*Major First, Avery & Jules Hopwood Writing Awards*, University of Michigan, 1984

### Academic Experience:

#### University of Florida:

- Faculty, Clinical and Translational Science Institute, Health Sciences Center, 2010-present  
Associate Professor, Management Communication, Warrington College of Business Administration, 2004-present  
Associate Professor, Department of English, 2000-4  
Assistant Professor of English, 1996-2000

#### City University of New York – Lehman College

- Assistant Professor, Department of English, 1993-1996

#### Brunel-The University of West London (UK)

Visiting Research Fellow, Centre for Research into Innovation, Culture and Technology, 1993-1996  
Research Fellow, Centre for Research into Innovation, Culture and Technology, 1992-1993

**Administrative Experience:**

Founder and Associate Director, University Writing Program, University of Florida, 2003-4  
Founder, First-year Florida Program, 1996  
Founder, Center for Management Communication, 1997-present  
Founder and Director, Dial Center for Written and Oral Communication, University of Florida, 1996-2000  
Director, Program in Professional Writing, Lehman College-The City University of New York, 1993-1996

**Other Work Experience:**

Partner, copywriter, and media consultant, Graham & Gillies Communications (later Hemisphere Group), London and New York:  
Advertising, graphic design and public relations agency, (clients included GlaxoSmithKline, Cunard Line, AstraZeneca, Inverness, Abbott Laboratories, Hybritech, Centocor, Organon International, Royal Bank of Scotland, Royal Society for the Prevention of Cruelty to Animals), 1989-2009

Visiting Artist, School of the Art Institute of Chicago, November 1998

Evaluation and validation of business writing: Master of Accounting, Master of Real Estate, Master of Entrepreneurship, undergraduate business writing programs, 2010-12

Freelance consulting, 2007-present

Director of Training and Accounts, Focus School Software, May 2008-April 2011

Founder and partner, Zyva Medical Software LLC, April 2011

**Grants:**

Co-PI, National Science Foundation; Aesthetic Computing; \$500,000, 2001-3  
Co-PI, National Institutes of Health Grant; Improving Training of Clinical Faculty; \$2,000,000, 2004-2010  
Investigator, National Institutes of Health grant, Clinical and Translational Science Institute; \$5MM, 2010-present  
"Using Situational Intelligence to Read Patients' Body Language," Co-PI, SEEDS grant, Miller School of Medicine, University of Miami, 2013.

**Research Interests:**

Cognition and writing; cognitive neuroscience and writing pedagogy; writing in the health sciences; collaboration and situational intelligence; collaborative writing; impact of alpha and auto-hypnotic states on immune response and neurotransmitters; causes and treatment of gastroparesis; diabetes, obesity, immune response, and the gut microbiome; clinical manifestations of connective tissue disorders.

**Selected Editorial and Expert Consulting:**

*Academy of Management Review, Administrative Sciences Quarterly, Communication Theory, Interreg Conference on Innovation and Industry (International Conference involving consortium of EU business schools), MIT Press, Southern Illinois University Press, University of Minnesota Press, National Endowment for the Humanities.*

**Selected Teaching:***University of Florida*

GMS 6096: Introduction to NIH Grant Writing for the Biomedical Sciences: Seminar, Spring 2013

GEB 6930: Advanced Persuasive Communication, College of Business (developed new course), Fall 2012

PET 5936 Manuscript and Grant Writing, Doctoral Seminar, Applied Physiology and Kinesiology Faculty Seminar: Grant and Manuscript Writing, College of Health and Human Performance

GMS 6905 Independent Study: Faculty Fellows in Clinical and Translational Science

GMS 6903 Abstract and Manuscript Writing for Clinicians, College of Medicine

GEB 5212 Professional Writing (developed new course), College of Business, MBA programs

GEB 5212 Professional Writing, MS in Entrepreneurship (new course, Fall 2009)

GEB 3213 Professional Communication in Business (developed new course), College of Business

ENC 3254 Speaking and Writing for Engineers, College of Liberal Arts & Sciences (CLAS)

ENC 3254 Speaking and Writing in Business (developed new course), CLAS

LIT 6934 Narrative and Interactivity, (developed new course) CLAS

ENC 4212 Professional Editing, (developed new course) CLAS

ENC 4260 Scholarly Writing (developed new course), CLAS

*City University of New York-Lehman College*

ENW 207 Introduction to Journalism

ENW 307 Critical Review Writing

ENW 317 Copyediting and Proofreading

ENW 323 Journalistic Writing

ENW 365 Writing in Advertising

ENG 776 Composition Theory

ENG 769 Pedagogy and Composition

**Mentoring:**

Olorunseun Ogunwobi, post-doctoral fellow in Oncology; R21, Bankhead-Coley Bridge, and Department of Defense grants: under submission

Margarete Ribeiro Dasilva, Pain Institute; Prosthodontics: received NIH KL2 fellowship

Ron Cabrera, Assistant Professor, Hepatology: received KL2 fellowship, published 2 articles, including in *Alimentary Pharmacology and Therapeutics* and letter in *NEJM*

Baharak Moshiree, Assistant Professor, Gastroenterology: received KL2 fellowship, published 15 abstracts and 2 articles

Azra Bihorac, Assistant Professor, Critical Care: published articles in *Circulation* (2009) and *Annals of Surgery* (2009)

Roberto Firpi, Associate Professor, Hepatology: article published in *Liver Transplantation* (2009)

Angelina Valladares, fellow, Pediatric Endocrinology, 2 publications  
 Daniel Tarquinio, fellow, Pediatric Neurology: 2 publications  
 Gregory Murad, Assistant Professor, Neurosurgery: 1 publication  
 Kelly Foote, Associate Professor, Neurosurgery: 2 publications  
 Shamaila Waseem, fellow, Pediatric Gastroenterology: 1 publication  
 Brian Ilfeld, fellow, Anesthesiology: 2 publications, NIH R01 grant

**Miscellaneous:**

Amicus Curiae, *Schwarzenegger v. Entertainment Merchants Assn.*, Case No. 08-1448. US Supreme Court, argued 11/2/2010.

Contestant, *Jeopardy!* 8 March 2013.

**Publications:**

"American Fiends and Strangers on Trains: Wim Wenders' *The American Friend*," *Literature Film Quarterly* 16.3(1988): 181-191.

"Wandering through the Labyrinth: Encountering Interactive Fiction," *Computers and Composition* 6.3 (1989): 93-105.

"Beyond Orality and Literacy," *IF* 2.1 (1989) (electronic journal).

"The Evolution of Interactive Fiction," *Computer Assisted Language Learning: an International Journal* 2.1 (1990): 93-1.

"Afternoon: a Story," *MacUser* (UK) 6.25 (1990): 31.

"Understanding the Act of Reading: The WOE Beginners' Guide to Dissection," *Writing on the Edge* 2.2 (1991): 112-126.

"Interactive Fiction: 'Afternoon: a Story,'" *Computers and Writing* (UK) 6.1 (1991): 11-12.

"Reading in Hypertext," *Proceedings of the Fourth Annual Conference on Computers and the Writing Process*. Brighton: University of Sussex, 1991: 49-60.

"Are We Reading Yet? A Few Pointers on Reading Hypertext Narratives," introduction to *Victory Garden*. Cambridge: Eastgate Systems, 1992.

"Is There a Reader in this Labyrinth? Notes on Reading a Hypertext Novella," *Computers and Writing: State of the Art*. Eds. Noel Williams and Patrik O'Brien Holt. Oxford: Intellect Books, 1992: 35-48.

"Maps, Gaps, and Perceptions: What Hypertext Readers (Don't) Do," *Perforations* 3.1 (Spring/Summer 1992) (n.p.).

"What Hypertexts Do That Print Narratives Cannot," *The Reader* 42 (Autumn 1992): 1-23.



“Social Impacts of Computing: The Framing of Hypertext—Revolutionary for Whom?” *Social Science Computer Review* 11.4 (Winter 1993): 417-429.

“Dipping into Possible, Plausible Worlds: the Experience of Interactivity from Virtual Reality to Interactive Fiction,” *TDR, The Drama Review: The Journal of Performance Studies* 37.4 (T140) Winter 1993: 18-37.

“I Have Said Nothing,” and “The Quick and the Dirty,” (print preface) *Eastgate Quarterly Review of Hypertext* 1.2 (Winter 1994). Interactive hypertext fiction.

“Making the Audience Real: Using Hypertext in the Writing Classroom,” *Educators' Tech Exchange* 1.3 (Winter 1994): 17-23.

“The Book is Dead! Long Live the Book!” *Southern Review* (Australia) 27.4 (Spring 1994): 113-119.

“Plucked from the Labyrinth: Intention, Interpretation and Interactive Narratives,” *Knowledge in the Making: Challenging the Text in the Classroom*. Eds. Bill Corcoran, Mike Hayhoe and Gordon M. Pradl. Portsmouth, NH: Boynton/Cook, 1994: 179-192.

“But When Do I Stop? Closure and Indeterminacy in Interactive Narratives,” in *Hyper/Text/Theory*. Ed. George Landow. Baltimore: Johns Hopkins University Press, 1994: 159-188.

“Technology, Pedagogy, or Context? A Tale of Two Classrooms,” *Computers & Composition*: 11 (1994): 275-282.

“Virtual Intimacy and the Male Gaze Cubed: Interacting with Narratives on CD-ROM.” *Leonardo* 29.3 (1996): 207-213.

“The Three Paradoxes of Hypertext: How Theories of Textuality Shape Interface Design.” *Readerly/Writerly Texts* 3.2 (Spring/Summer 1996): 185-208.

“Abandoning the Either/Or for the And/And/And: Hypertext and the Art of Argumentative Writing,” *Australian Journal of Language and Literacy* 19.4 (1997): 305-316.

“Will the Most Reflexive Relativist Please Stand Up? Hypertext, Argument, and Relativism,” *Page to Screen: Taking Literacy into the Electronic Age*. Ed. Ilana Snyder. Sydney: Allen & Unwin and New York: Routledge, 1997: 144-162.

“I Have Said Nothing,” *Postmodern American Fiction: A Norton Anthology*. Eds. Paula Geyh, Fred G. Lebron, and Andrew Levy. New York: W. W. Norton, 1997: 573-576.

*The End of Books? Or Books Without End? Reading Interactive Narratives*. University of Michigan Press, 2000.

“The Three Paradoxes of Hypertext: How Theories of Textuality Shape Interface Design.” Ed. Stephanie B. Gibson and Ollie Oviedo. *The Emerging CyberCulture: Literacy, Paradigm, and Paradox*. Cresskill, NJ: Hampton Press, 2000.

“The Pleasure Principle: Immersion, Engagement, Flow.” *Proceedings of the 2000 International Hypertext Conference*. New York: Association for Computing Machinery, 2000.

“Playing the Numbers: M.D. Coverley’s ‘Fibonacci’s Daughter’.” *SigWeb Newsletter*, 9 (1), February 2000.

(with Andrew Hargadon) “The Pleasures of Immersion and Engagement: Schemas, Scripts, and the Fifth Business.” *Digital Creativity* 12 (3), 2001: 153-166.

(with Andrew Hargadon). “When Innovations Meet Institutions: Edison and the Design of Electric Light.” *Administrative Science Quarterly* 46 (3), September 2001: 476-502.

“Here Even When You’re Not: Teaching in an Internet Degree Program.” *Silicon Literacies*. Ed. Ilana Snyder. New York: Routledge, 2002.

(with Andrew Hargadon). “Robust Design and the Electric Light: Design Strategies for Technological Innovation.” *The Conference Proceedings of the 11<sup>th</sup> International Forum on Design Management Research & Education*. Boston, MA:DMI, 2002.

“Doing What Comes Generatively: Three Eras of Representation.” *Theorizing the Matrix*. Lewisburg, PA: Bucknell University Press, 2003: 58-76.

(with Andrew Hargadon) “The Pleasures of Immersion and Engagement: Schemas, Scripts, and the Fifth Business.” *First Person: New Media as Story, Performance, and Game*. Eds. Noah Wardrip-Fruin and Pat Harrigan. Cambridge, MA: MIT Press, 2004.

“The Intentional Network,” reprinted in *Teoría del hipertexto. La literatura en la era electrónica*. Eds. Teresa Vilarifio and Ángel Abuín. Editorial Arco Libros, S.L. (Madrid), 2004.

(with Paul Fishwick and Timothy Davis), “Model Representation with Aesthetic Computing: Method and Empirical Study.” *ACM TOMACS: Transactions on Modeling and Computer Simulation* 15 (3) 2005: 254-279.

“What Interactive Narratives Do That Print Narratives Cannot,” in *Essentials of the Theory of Fiction*. Eds. Michael J. Hoffman and Patrick D. Murphy. Durham, NC: Duke University Press, 2005: 443-471.

“How Do I Stop This Thing? Closure and Indeterminacy in Interactive Narratives,” in *Reading Hypertext*. Eds. Mark Bernstein and Diane Greco. Watertown, MA: Eastgate Systems, 2009: 59-89.

“Lacunas, mapas e percepção: o que os leitores de hipertextos (não) fazem,” *Letras de Hoje*, 45 (2), abril-junho 2010: 17-30.

Yellowlees Douglas, Maria B. Grant, Lynn Shaw, Debra Carnegie, Baha Moshiree, and Mohan Raizada, "The bone marrow-CNS connection: Implications in the pathogenesis of diabetic retinopathy." *Progress in Retinal and Eye Research*, 31(5) September 2012: 481-494.

"Writing As A Survival Skill: How Neuroscience Can Improve Writing In Organizations," in *American Journal of Business Education* 5 (6), September/October 2012: 597-608.

"How Plain Language Fails to Improve Organizational Communication: A Neuro-cognitive Basis for Readability," *Journal of International Management Studies* 7(2), October, 2012.

Vinayak Shenoy, Altin Gjymishka, Jarajapu Yagna, Yanfei Qi, Aqeela Afzal, Katya Rigatto, Anderson J Ferreira, Rodrigo A Fraga-Silva, Patrick Kearns, Deepmala Agarwal, Robin Carrie, Chastity Bradford, Debra Ely, Yellowlees Douglas, Billy Kennedy, Joo Yun Jun, J Mocco, Anandharajan Rathinasabapathy, Erin Bruce, Arturo Cardounel, Jawaharlal M Patel, Kamal Mubarak, Joseph Francis, Maria B Grant, Michael J Katovich, and Mohan K Raizada), "Diminazene Aceturate Treatment Attenuates Pulmonary Hypertension Pathophysiology," *American Journal of Respiratory and Critical Care Medicine* 187 (6) March 2013: 648-657.

John Petersen and Yellowlees Douglas, "Tenascin-X, Collagen, and Ehlers-Danlos Syndrome: Tenascin-X Gene Defects Can Protect against Adverse Cardiovascular Events." *Medical Hypotheses* 81 (3): 443-447.

"Marcel Proust Was No Hypochondriac—Or What Really Killed Marcel Proust," *Literature and Medicine* (under review).

"Dying Incessantly without Achieving Death": The Real Malady of Marcel Proust," *SubStance* (under review).

Catherine G Velopulos, Baharak Moshiree, Lindsey Goldstein, Jane Y. Douglas, Sanda A. Tan. "Grade of Ischemia on Lower Endoscopy is a Reliable Predictor of Need for Operative Intervention for Ischemic Colon in Critically Ill Patients." *Journal of Surgical Endoscopy*. (under review).

Anna Tavakkoli, Baharak Moshiree, J. Yellowlees Douglas, Nicholas J. Talley, "Acid and Non-Acid Gastroesophageal Reflux in Gastroparesis." *Digestive Diseases and Sciences* (under review).

Qing Zhang, Ashkan Akhavein Mohammadi, Richard Schatz, Hui Yan, Susan Meier, J. Yellowlees Douglas, Phillip Toskes, and Baharak Moshiree. "Unraveling the Clinical Context of Small Intestinal Bacterial Overgrowth using the D-Xylose Breath Test: What Do We Know and Where Do We Go?" *American Journal of Gastroenterology* (under review).

Yellowlees Douglas, Baharak Moshiree, and Maria B. Grant, "Minocycline Attenuates Severe Hyperglycemia in Patient with Lipodystrophy." *Journal of Clinical Endocrinology and Metabolism*, (under review).

#### Medical Abstracts:

(with Qing Zhang, Ashkan Akhavein Mohammadi, , Richard Schatz, Hui Yan, Susan Meier, Phillip Toskes, MD, and Baharak Moshiree), "Delayed Gastric Emptying is Correlated with a Later Positivity of the <sup>14</sup>C-D-Xylose Breath Test in Patients with Small Intestinal Bacterial Overgrowth," Abstract, American Conference of Gastroenterology, October 2011.

(with Raul Badillo, Maria Samuel, and Baharak Moshiree), "Development and Validation of a Gastroparesis Specific Quality of Life Assessment," American Conference of Gastroenterology, October 2011.

(with Raul Badillo, and Baharak Moshiree), "Impact of Gastroparesis Severity on Patients' and Caregivers' Quality of Life." Abstract, American Conference of Gastroenterology, October 2011.

(with Qing Zhang, Phillip Toskes, and Baharak Moshiree,) "Common Clinical Conditions Associated with Small Intestinal Bacteria Overgrowth: A Retrospective Study of 401 Patients," Abstract, American Conference of Gastroenterology, October 2011.

(with Ashkan Akhavein, Phillip Toskes, and Baharak Moshiree), "Effectiveness of Antibiotic Therapy on Small Intestinal Bacteria Overgrowth: A retrospective study of 401 patients," Abstract, American Conference of Gastroenterology, October 2011.

(with Qing Zhang, Phillip Toskes, and Baharak Moshiree), "Correlation of Gastrointestinal Motility with 14C D-xylose Breath Test in Small Intestinal Bacterial Overgrowth," Abstract, American Conference of Gastroenterology, October 2011.

(with Payam Chini, Nicholas J Talley, Phillip Toskes, and Baharak Moshiree), "Comparison of Two Macrolides, Azithromycin and Erythromycin, for symptomatic treatment of gastroparesis," Abstract, American Conference of Gastroenterology, October 2011.

### **Talks and Conference Papers:**

"Beyond Orality and Literacy: a Paradigm for the Electronic Age." American Educational Research Association/International Association for Computers in Education Conference, New Orleans 1988.

"Print Precursors to Interactive Fiction." Computers and Writing II Conference, Sheffield, England 1989.

"Is There a Reader in this Labyrinth?" Computers and Writing III Conference, Edinburgh, Scotland 1990.

"But Is It Interactive?" Computers and Writing IV Conference, Brighton, England 1991.

"Does Hypertext Have a Rhetoric? Yes—and No." Computers & Writing VI Conference, Wales 1993.

"Designing Interactive Narratives." Department of Computing, Imperial College, University of London, 1993.

"Writing Interactive Fiction." Other Voices II: Festival of Innovative Women Writers, Brown University, November 1993.

"Reading, Interpretation, and Interactive Fiction." The City and the Humanities Program, Lehman College/CUNY, March 1994.

"Rhetoric, Hypertext and Hypermedia." Rensselaer Polytechnic Institute, April 1994.

"It Has to End, Doesn't It? Closure and Interactive Fiction." Vassar College, April 1994.

"This Is Not a Hypertext." TINAC Hypermedia Workshop, University of Baltimore, June 26-July 1, 1994.

"Using Hypertext in the Writing Classroom," Metropolitan New York Alliance for Computers and Writing, State University of New York-Stony Brook, April 1995.

"Writing, Writers, and Electronic Texts: Rights and Issues." Authors' Guild Panel on the Future of Writing, Scott Turow, moderator. November 1995.

"The Rise and Rise of Non-Fiction Narratives," Telling Stories: The Rise of Non-Fiction Narrative, University of Baltimore, April 1996.

"New Technologies, New Literacies." Panel discussion, American Educational Research Association, San Diego, April 1998.

"Engineering and Writing in the Disciplines." Gateway Engineering Consortium Workshop, Columbia, SC, July 1998.

Hypertext Writers Panel, Hypermedia Writers' Festival, University of South Carolina, October 1998.

"Writing Differently: Writing Fiction and New Digital Technologies," School of the Art Institute of Chicago, November 1998.

Hypermedia Writers and Theorists Panel, Technology Platforms for the 21<sup>st</sup> Century. Brown University, April 1999.

"Immersion, Engagement, Flow." International Hypertext Conference, San Antonio, TX, May 2000.

"Writing for Busy Readers." University of Florida Foundation, December 1999.

"Twelve Principles for Effective Writing in Medicine." College of Medicine, University of Florida, October 2000, September 2001.

"Planning for Immersion, Planning for Flow," Rensselaer Polytechnic Institute, October 2001.

Interactive Fiction panel, Electronic Literature Organization Symposium, Los Angeles, April 2002.

“Cognition, Reading, and Writing,” National Agricultural Communication Educators’ Conference, Orlando, December 2003.

“Reading, Interactivity, and Literature,” Featured Speaker: Technology Division, National Conference on Reading, Miami, December 2005.

“The Neurocognitive Basis for Readability and its Application to the Teaching of Writing,” Conference for Neuro-psychological Sciences, University of Florida, April 2006.

“Using Framing to Foster Compliance,” Deutsche Bank, Jacksonville, FL, March 2009.

“Gender, the Workplace, and Communication,” Theta Nu Xi Multicultural Sorority, March 2009.

“Scholarly Writing and Publishing: Strategies for Surviving in Today’s Marketplace,” College of Education, University of Florida, March 2009.

“Writing in Basic, Translational, and Clinical Science,” Center for Clinical and Translational Research, College of Medicine, University of Florida, November 2009.

“Translating Dissertation-speak into Translational and Clinical Writing,” MD/PhD Retreat, College of Medicine, University of Florida, April 2010.

“Paradoxical Schemas and Memorability in Readers’ Recall,” Conference for Neuro-psychological Sciences, University of Florida, April 2010.

“The Rhetoric of Medicine: The Ideal Rhetorical Structure for Writing in Medicine,” Gastroenterology Grand Rounds, College of Medicine, University of Florida, April 2011.

“Getting Published in Medicine,” Clinical and Translational Science Institute Seminar Series, College of Medicine, University of Florida, October 2011.

“The Benefits of NIH K30 Programs for Participants,” Miller School of Medicine, University of Miami, March 2012.

“Social Intelligence, Nonverbal Cues, and Communication in Medicine: Strategies for collaboration and patient communication.” CTSI Faculty Development Workshop, University of Florida, May 2012.

“Thrown at the Deep End: Surviving by Publishing in Academic Medicine,” GI Fellows Talk, College of Medicine, University of Florida, July 2012.

“Writing for Success: Applying for R-series NIH Awards,” College of Medicine, University of Florida, April 2013.

“Using Situational Intelligence to Facilitate Better Communication with Patients: An Intensive, Interactive Workshop,” Miami Miller School of Medicine, June 2013.



M. Sean Limon, Ph.D.  
Oral Communication Coordinator  
Center for Management Communication  
352-273-3214  
sean.limon@cba.ufl.edu

## Education

- Ph.D. (Communication), Michigan State University, August 2000  
Dissertation Title: *Minority Influence: The Role of Consistency, Number of Minority Members and Argument Quality*
- M.S. (Communication), Illinois State University, May 1997  
Master's Thesis: *Exploring Argumentativeness and Group Type and Their Effect on Three Different Variables: Leadership, Task Attractiveness, and Group Satisfaction*
- B.A. (Speech Communication), California State University-Fresno, May 1995

## Published Intellectual Contributions

### Referred Journal Articles

- Limon, M.S, Mitchell, M.M., & Zompetti, J.P. (2008). Informal arguing: The likelihood of providing arguments, rebuttals, refutations and evidence in an argumentative interaction. *Argumentation and Advocacy*, 45, 37-48.
- Mitchell, M.M., Tamborini, R., Limon, M.S, & Zuckerman-Hyman, C. (2007). The Moderators and Mediators of Door-in-the-Face Requests: Is it a negotiation or helping experience? *Human Communication Research*, 74, 333-356.
- Limon, M. S., Aust, P. J., & Lippert, L. L., (2006). INSTRUCTORS, STUDENTS, MANAGERS, AND THE BASIC ORGANIZATIONAL COMMUNICATION COURSE: Are We All Working Together or Working Apart? *Basic Communication Course Annual*, 18, 174-209.
- Limon, M. S., & LaFrance, B. H., (2005). Communication traits and leadership emergence: Examining the impact of argumentativeness, communication apprehension, and verbal aggressiveness in work groups. *Southern Communication Journal*, 70, 123-133.



Limon, M. S., & Kozaleas, D. C., (2004). A comparison of exemplar and statistical evidence in reducing counter-arguments and responses to a message. *Communication Research Reports*, 21, 291-298.

Levine, T. R., Beatty, M. J., Limon, M. S., Hamilton, M. A., Buck, R., & Chory-Assad, R. M. (2004). The two dimensions of the verbal aggressiveness scale. *Communication Monographs*, 71, 245-268.

Limon, M. S., & Boster, F. J., (2003). The effects of performance feedback on group members' perceptions of prestige, task competencies, group belonging, and loafing. *Communication Research Reports*, 20, 13-23.

Limon, M. S., & Boster, F. J. (2001). The Impact of Varying Argument Quality and Minority Size on Influencing the Majority and Perceptions of the Minority. *Communication Quarterly*, 49, 350-365.

### Books

Limon, M. S., (2002). Theories of small group communication. In J. B. Baldwin, S. Perry, & M. A. Moffit (Eds.), *Communication theories for everyday life* (pp. 153-177) Pearson Custom Publishing.

### Conference Papers

Limon, M. S., (2012, March) Increasing the effectiveness of using technology for presentation/speech training. Presented at the Association for Business Communication, Southeastern Region, Tampa, FL.

Limon, M. S., (2006, November) Let's ask the question: Does the communication discipline provide a unique site for training and development? Presented at the National Communication Association, San Antonio.

Limon, M. S., (2005, November). *Examining the Impact Minority Subgroups Have on Decision-Making by Increasing Divergent Thought and Time to Make a Decision*. Paper presented at the National Communication Association, Boston.

Limon, M. S., Aust, P. J. & Lippert, L. R. (2004, March). *Where curriculum and corporation meet: A three-study model analysis of organizational communication content, student perceptions of work-life, and employer needs*. Paper presented at the Central State Communication Association, Cleveland, OH.

- Limon, M. S. (2003). *The impact of trait argumentativeness, verbal aggressiveness, and communication apprehension on perceptions of emergent leadership*. Paper presented at the National Communication Association, Miami, FL.
- Boster, F. J., Botero, I., Strom, R. E., & Limon, M. S. (2002, November). *Understanding group decision-making from a social loafing perspective*. Paper presented at the National Communication Association, New Orleans, LA.
- Limon, M. S., (2002, November). *Why size matters: Why Increasing minority subgroup size makes weak arguments strong*. Paper presented at the meeting of the National Communication Association, New Orleans, LA.
- Levine, T. R., Beatty, M. J., & Limon, M. S. (2002, March). *The two dimensions of the verbal aggressiveness scale*. Paper presented at the Western Communication Association, Long Beach, CA.
- Limon, M. S., (2001, November). *Establishing New Roots: Assessing and Shaping the Practical Effectiveness of the Basic Organizational Communication Course*. Paper presented at the meeting of the National Communication Association, Atlanta, GA.
- Limon, M. S., & Boster, F. J. (2001, November). *The Impact of Varying Argument Quality and Minority Size on Influencing the Majority and Perceptions of the Minority*. Paper presented at the meeting of the National Communication Association, Atlanta, GA.
- Limon, M.S., & Mitchell, M. M. (2001, November). *Generating Arguments, Rebuttals, Refutations, and Different Types of Evidence*. Paper presented at the meeting of the National Communication Association, Atlanta, GA.
- Limon M.S., & Boster, F. J. (2001, May). *The effect of performance on small group cohesion and social loafing*. Paper presented at the International Communication Association, Washington, D. C.
- Limon, M. S., & Mitchell, M. M. (2000, November) *Does argumentativeness impact the generation of arguments, rebuttals, refutations, and types of evidence when considering time and relationship?* Paper presented at the meeting of the National Communication Association, Seattle, WA.

- Limon, M. S., & La France, B. H. (2000, April) *The effect of trait argumentativeness, verbal aggressiveness, communication apprehension, and sex on perceptions of emergent leadership and group satisfaction*. Paper presented at the meeting of the Southern Speech Communication Association, New Orleans, LA, Number One Paper.
- Limon, M. S., & La France, B. H. (1999, November) *Men's expectations of tactics utilized by women to initiate a sexual encounter*. Paper presented at the meeting of the National Communication Association, Chicago, IL.
- Boster, F.J., Limon M.S., & Johnson, A.J. (1999, May). *The effect of performance feedback on small group cohesiveness*. Paper presented at the International Communication Association, San Francisco, CA
- Tamborini, R., Mitchell, M.M., Zuckerman, C., & Limon, M.S. (1999, May). *Cognitive and affective mediators of door in the face requests: Is it a negotiation or helping experience?* Paper presented at the International Communication Association, San Francisco, CA.
- Limon, M. S., & Sievers, A. (1997, November). *Using symbolic convergence theory to predict the likelihood of a community accepting a community oriented policing program*. Paper presented at the National Communication Association, Chicago, IL.
- Metts, S., & Limon, M. S. (1997, June). *The effect of mediating variables on women's tactics for influencing a sexual encounter: A look at communicative adaptability, sexual permissiveness, and ethnicity*. Paper presented at the International Network on Personal Relationships, Oxford, OH.
- Limon, M.S., (1997, April). *A pedagogical approach to learning focus group facilitation: From student to facilitator*. Paper presented at the meeting of the Central States Communication Association, St. Louis, MO.
- Hughes, J., Limon, M.S., & Seivers, A. (1997, April). *Focus group measurement: Instruments for pedagogy and evaluation*. Paper presented at the meeting of Central States Communication Association, St. Louis, MO.

Kazoleas, D., & Limon, M. S. (1997, April). *Designing effective fear based health campaigns: Testing the ability of qualitative evidence to derail counterargument generation*. Paper presented at the meeting of the Central States Communication Association, St. Louis, MO., Number One Paper.

Limon, M. S. (1994, April). *Rhetorical sensitivity and the community oriented police officer*. Paper presented at the Fresno State Communication conference, Fresno, CA.

## Teaching

*Oral Communication Coordinator*, Warrington School of Business, University of Florida, Gainesville, FL (2006-present)

### Executive Communication (GEB 5217)

Provides professional MBA students with the skills and knowledge to deliver and create high impact presentation and speeches to different audiences.

### Professional Communication (GEB 5215)

Provides graduate business students with the skills and knowledge to deliver and create high impact presentation and speeches to different audiences.

### Professional Speaking in Business (GEB 3218)

Provides business students fundamental oral communication skills necessary for succeeding in a business setting, including presentations and speeches, interpersonal skills, and interviewing.

*Associate Professor*, School of Communication, Illinois State University, Normal, IL (2006)

*Assistant Professor*, School of Communication, Illinois State University, Normal, IL (2000-2005)

### Leadership and Communication (COM 375)

Survey of theory and research dealing with how the different approaches to leadership are enacted through the process of communication.  
(Responsible for the creation of this course)

### Small Group Processes (COM 223)

Theory and practice of the different facets of group communication.

Organizational Communication (COM 329)

Theoretical and experimental literature dealing with communication in an organizational setting.

Communication Research Methods (COM 297)

Acquaints students with methods of scholarly research and critical evaluation of the different forms of research.

Foundations of Inquiry (IDS 100)

Systematic investigation of the nature of knowing in different disciplinary and cultural contexts. Provides a foundation of academic skills, knowledge, and attitudes for later course work.

*Graduate Teaching Assistant, Department of Communication, Michigan State University, East Lansing, MI (1997-2000)*

Communication Research Design (COM 902)

Provides graduate students with methods of data collection and analysis including cross-sectional and longitudinal causal linear modeling as well as nonlinear modeling. Position as teaching assistant included grading weekly problem assignments, essay examinations, and teaching.

Leadership and Small Group Communication (COM 340)

Gives students knowledge about theory and research on dyadic and group relations within organizations with an emphasis on leadership. Positions as both an instructor and teaching assistant. Both positions included lecturing, grading, and designing assignments for the class.

Methods of Communication Inquiry (COM 200)

Acquaints students with the methods of social science research, including design and analyses, within a framework for conducting such research. Position as a teaching assistant that included lecturing, grading, and designing assignments.

Human Communication (COM 100)

Introduces students to aspects of communication theory ranging from interpersonal to mass communication with an emphasis on applying public speaking skills. Position as both an instructor and teaching assistant that included lecturing, grading, and designing assignments for the class.

*Faculty Member, Junior Statesman of America, Stanford Campus, (June 2005)*

Public Speaking

Provided practical knowledge of public speaking skills with an emphasis on experiential learning.

*Graduate Teaching Assistant*, Department of Communication, Illinois State University, Normal, IL(1995-1997)

Introduction to Interpersonal Communication (COM 123)

Acquaints students with the theoretical and practical perspectives on the role of communication in the development, maintenance, and dissolution of close relationships. Position as an instructor that included lecturing, grading, and designing assignments for the class.

Small Group Communication (COM 223)

Gives students practical as well as theoretical knowledge of small group communication that includes leadership, decision-making, and other related issues. Position as a teaching assistant. Position included lecturing, grading, and designing assignments for the class.

Fundamentals of Communication (COM 110)

Introduces students to interpersonal and small group communication theory and practices as well as teaching them techniques for public speaking. Position as an instructor included lecturing, grading, and designing assignments for the class.

*Teaching Assistant*, Department of Speech Communication, California State University-Fresno, Fresno, CA (1995)

Small Group Communication (Spch 108)

Gives students the theoretical and practical knowledge of working in a small group. Position as a teaching assistant that included grading and assisting in the daily operations of the class.

## **Professional Positions**

### **Academic**

*Oral Communication Coordinator*, Warrington School of Business, University of Florida, Gainesville, FL (2006-present)

*Associate Professor*, School of Communication, Illinois State University, Normal, IL (2006)

*Assistant Professor*, School of Communication, Illinois State University, Normal, IL (2000-2005)

*Faculty Member*, Junior Statesman of America, Stanford Campus, (June 2005)

*Graduate Teaching Assistant*, Department of Communication, Michigan State University, East Lansing, MI (1997-2000)

*Graduate Teaching Assistant*, Department of Communication, Illinois State University, Normal, IL(1995-1997)

### **Administrative Assignments**

*Oral Communication Coordinator*, Warrington School of Business, University of Florida, Gainesville, FL (2006-present)

### **Consulting/Training**

*Skanska (Gainesville, FL, 8/28/2012-9/19/2012)*. Provided Executive Coaching to a project team leader (Maria Houle) and assisted her team with final preparations for a \$50 million pitch they won.

*Exactech (Gainesville, FL, 9/14/2012)*. Presented a workshop to 60 participants entitled "Communicating with Power."

*Premier Beverage Company (Miramar, FL, 8/2/2012)*. Prepared eight high-level executives and directors to deliver speeches and presentations at their annual meeting to an audience of 300.

*Bisk (Tampa, FL, 7/26/2012)*. Recorded multiple presentation skills training videos used for an on-line course that participants use to earn a business certificate through the educational company.

*Florida Medical Association (Boca Raton, FL, 7/27/2012)*. Delivered a presentation skills training program to 12 participants.

*Chris Doering (Gainesville, FL, 2/1/12-6/6/2012)*. Wrote a speech for the individual, and trained him how to present the speech.

*Crowley (Jacksonville, FL, 5/17/12-5/18/2012)*. Delivered a presentation skills training program to 12 participants.

*Florida Medical Association (Orlando, FL, 7/29/2011)*. Delivered a presentation skills training program to 12 participants.

*Naylor, LLC (Gainesville, FL, 10/2010-2/2011)*. Helped with design and methodology for the 2011 Association Communications Benchmarking Survey and subsequent write-up.

*Exactech (Gainesville, FL, 9/23/2011)*. Presented a workshop to 60 participants entitled "Using PowerPoint and Delivery to Effectively Communicate Your Message."

*Junior League-Gainesville Chapter (Gainesville, FL, 9/16/2008).*  
Delivered a presentation entitled "Constructing the Elevator Speech" to an audience of over one hundred people.

*Gainesville Corporate University (Gainesville, FL, 5/30/08 & 6/3/2008).*  
Delivered a presentation skills training program to 12 participants. I was the first outside person hired to deliver a training program for Gainesville Corporate University.

*Disney Leadership Conference (Contemporary Resort, Orlando, FL, 9/10/2008).* Presented a workshop entitled "Effective Oral Communication Skills for Leaders" to a total of 82 participants.

*Florida Public Relations Association-Gainesville Chapter (Gainesville, FL, 02/21/2007).* Delivered a presentation entitled "Top Ten Errors People Commit When Presenting" to an audience of 70 people.

*Exactech (Gainesville, FL, 11/28/2007).* Presented a workshop to 55 participants entitled "Giving Positive and Constructive Feedback to Employees."

*Junior League-Gainesville Chapter (Gainesville, FL, 10/15/2007).*  
Delivered a presentation entitled "Top Ten Errors People Commit When Presenting" to an audience of over one hundred people.

*Disney Leadership Conference (Coronado Springs, Orlando, FL, 9/4/2007).* Presented a workshop entitled "Effective Oral Communication Skills for Leaders" to a total of 84 participants.

*Disney Leadership Conference (Contemporary Resort, Orlando, FL, 9/12/2006-9/13/2006).* Presented a workshop entitled "Effective Oral Communication Skills for Leaders" to a total of 84 participants.

*The Crom Corporation (Gainesville, FL, 10/13/2006-01/2007).* Hired to improve the sales teams' presentation by revamping the structure, arrangement and PowerPoint slides of the existing presentation.

*University of Illinois Extension Annual Conference (Springfield Hilton, Thursday Oct. 21, 2005).* Presented a workshop entitled "Building Organizational Climate" to 50 participants that focused on defensive and supportive climates as well as leadership.

*The Consortium for Osteopathic Graduate Medical Education and Training.* Responsible for conducting and overseeing a needs assessment project for the purpose of determining future training for



doctors in Osteopathic medicine at the Michigan State University Medical School.

*Normal Police Department.* Evaluated the potential for the police department to implement a Community Oriented Policing program. Involved going door-to-door around the community and having citizens respond to a set of questions; culminating in a written report for the department.

*Focus Group Facilitator and Trainer.* Trained focus group facilitators and led focus groups for the purpose of evaluating an organizations department wide initiative. Demonstrated and analyzed focus group responses.

*Focus Group Facilitator.* Focus group facilitator for the purpose of evaluating department head's perceptions of the organizations policies. Responsible for analyzing and presenting responses from the focus groups.

*Small Group Facilitator.* Focus group facilitator for the Summit of Comprehensive School Health Education: Critical Issues in Developing an Action Plan for Illinois Schools.

## **Development Activities**

Workshop, "The Basics of Writing and Giving a Speech," Joan Deetz (March 16-17).

Workshop, "Executive Presentation Skills," Communispond. (June 6-7, 2007).

## **Service Activities**

### **Case Competition**

Help coach the MBA case competition team that competes in Tampa, FL. (2/2008-2/2013)- won the competition three of last five years.

Help coach the MBA case competition team that competes in the SEC Cup- (4/2013)- 1<sup>st</sup> place.

Coached and accompanied the MBA case competition team the competed at the John Molson MBA Case Competition in Montreal, Canada (1/6/2013-1/11/2013).

Help coach the undergraduate case competition teams (4/1/2012-Present).

Travel with teams to different competitions:

--International Case Competition at Maastricht, Maastricht Netherlands (4/20/2012-4/29/2012)

-Thamassat Undergraduate Business Challenge, Bangkok, Thailand (8/10/2013-8/20/2013)- 3rd Place

-John Molson Undergraduate Case Competition, Quebec, Montreal (2/17/2013-2/24/2013)

-University of Navarra International Case Competition, Pamplona, Spain (3/8/2013-3/16-2013)

-Royal Roads International Undergraduate Case Competition, Victoria, - British Columbia (4/3/2013-4/8/2013)- 4th Place

-International Case Competition at Maastricht, Maastricht Netherlands (4/21/2013-4/28/2013)- 2nd Place

Help teach GEB 3523, the business case analysis class (8/20/2007-Present).

### **College Committees**

*MAIB AACSB Assessment Team Member, Warrington School of Business Administration, University of Florida, Gainesville, FL (2011)*

*MSM AACSB Assessment Team Member, Warrington School of Business Administration, University of Florida, Gainesville, FL (2011)*

### **Guest Speaker**

Delivered a speech to SIFE students titled "The Top Ten Errors When Presenting."

### **Organizational /Committee Memberships**

Secretary Elect, Small Group Division, National Communication Association (2004-2006)

### **Miscellaneous**

Textbook Reviewer for: Keyton, J., (2005). *Communicating in groups: Building relationships for effective decision making*. Boston: McGraw-Hill.

Paper Reader, Small Group Division, National Communication Association (2001, 2004).

Panel Chair, Small Group Division, National Communication Association conference, (2001, 2004).

Respondent, Small Group Division, National Communication Association (2001).

Paper Reader, Interpersonal Division, Southern States Communication Association (2000).

### **Awards and Honors**

Top Paper, Interpersonal Division, annual meeting of the Southern States Communication Association, New Orleans, 2000.

Top Paper, Public Relations Division, annual meeting of the Central States Communication Association, St. Louis, 1997.

Recipient of the Minority Competitive Doctoral Fellowship, Michigan State University (1997).

JAMES D. PARRINO, Ph.D

ADDRESS

Office: Stuzin Hall 312  
Warrington School of Business  
University of Florida  
Gainesville, FL 32608  
(352) 273-4968

Home 8411 NW 64<sup>th</sup> Lane  
Gainesville, FL 32673  
(508) 904-6654

EDUCATION

Ph.D., Darden Graduate Business School, University of Virginia, 1996

M.B.A., George Washington University, District of Columbia, 1985

B.S., Accounting, Fisher School of Accounting, University of Florida,  
Gainesville, FL, 1981

PROFESSIONAL

Praxis Partners (formerly CLB Partners) 1988 – Present  
Managing Director

Founding partner of boutique investment bank/advisory firm specializing in executive education for financial institutions, acquisition advisory services, and private equity transactions. Examples of recent engagements include the following:

- Private Equity:
  - Purchased Anpesil LLC, a \$100 million confectionary and snack distribution company. Currently serve as Board Chair.
  - Purchased FibroChem, a specialty chemical company.
  - Purchased ATS Staffing LLC, a commercial and light industrial employee staffing company. Currently serve as Board member
- Advisory
  - Advised on the sale of Mason Box Inc., a manufacturer of boxes for a variety of retail industries.
  - Advised on the venture funding for D2G, a design and distributor of diesel to natural gas conversion kits for on and off-road trucks.
  - Advised on the Sale of Healy Systems Inc., a design and manufacturer of vapor recovery systems used in gas pump installations, to Franklin Electric.
  - Advised on the refinancing and strategic plan for Penrod Inc, a value added distributor of wood and veneer products.
  - Advised on the reorganization and the related performance measuring system for Irving Oil.

- Advised on Sale of Sweet Paper, a \$250 million distributor of janitorial /sanitation, paper, and food service products to United Stationers, Inc.
- Advised on the Sale of Shelton Dealerships, a privately held family of luxury car dealerships to Automotive Management Services, Inc.
- Advised on the purchase of 49% of Harvard Technology Inc by the majority owner,
- Designed and implemented a strategic plan for a money center bank to train bank officers to compete in investment banking services. The training effort was a combination of corporate finance, capital markets, and exposure management, and specifically the inter-relation of each in a diagnostic framework.
- Designed and Implemented Analyst Training programs for several Investment Banks.
- Designed, developed, and delivered advanced corporate finance seminars for senior banking executives in New York, Asia, Latin America and Australia. Each program was customized for the respective markets.

TOPWALK ASSOCIATES, Mclean, VA 1986 – 1987

Director

Planned, supervised, and executed various consulting engagements including executive training programs in corporate finance, litigation support, and valuation analysis.

ERNST AND WHINNEY, Tampa, FL, 1981 – 1985

Senior Accountant, CPA

Planned, supervised, and executed financial audits of diverse clientele including manufacturers, distributors, insurance entities, health care entities, and service related entities. Consulting projects included advisory services for acquisitions, preparation of business plans, development of micro-computer applications to produce financial and tax information for a large partnership, preparation of internal control reports, and various financial consulting services for privately owned businesses.

Administrative duties included campus recruiting, staff utilization forecasts, and client billings.

RESEARCH AND  
PUBLICATIONS

Articles:

- Going Abroad through Acquisitions: An Exploratory Analysis of Indian Companies' Recent International Expansion: International Journal of Indian Culture and Business Management (IJICBM), September 2008.

- Takeovers, Management Replacement, and Post-Acquisition Operating Performance: Some Evidence from the 1980's, *Journal of Applied Corporate Finance*, Vol. 11, Number 4, Winter 1999
- Post-Merger Operating Performance and Firm Relatedness, with Robert Harris, University of Virginia, Darden School of Business Working Paper. Presented at FMA conference October, 1998.
- "The Effects of Taxation on Foreign Direct Investment: Evidence from U.S., U.K., and Canadian Acquisitions of U.S. Firms," Darden Working Paper "DSWP 93-02 presented at the FMA Conference, October 1992, and AFA Conference, January 1994.

Cases:

- PROJECT PROWLER – Merger process, roles and responsibilities
- MILLER INDUSTRIES – with David Wylie, integration of financial strategy and operating strategies
- RAYTHEON – interdependence of corporate strategy and financial policies.
- KUNG PAU – acquisition of a privately-owned Hong Kong company.
- STANLEY FURNITURE – leveraged buyout.
- ALBANY INTERNATIONAL – leveraged buyout.
- NATIONAL PECAN (A) AND (B) – interdependence of corporate and operating strategy; valuation.

Technical Notes:

- BENCHMARK VALUATION – Summary note on comparable company analysis and precedent acquisition analysis, and the related accounting issues and adjustments
- VALUING BUSINESSES – Summary note
- COST OF CAPITAL –Basic note
- COST OF CAPITAL – Practical Applications
- FINANCIAL ENGINEERING – A technical primer

- ESTIMATING SHAREHOLDER VALUE – with Brent Wilson; summary of discounted cash flow approach to valuation.
- VALUE BASED PLANNING – with Brent Wilson; exercise designed to illustrate the interdependence of corporate strategy and valuation.
- TEACHING GUIDE -- SIMMONS JAPAN LTD – leveraged buyout of Japanese bedding company.

PROFESSIONAL  
DEVELOPMENT

- Certified Public Accountant
- Board Member– Anpesil LLC
- Board member – ATS LLC
- Board member – Michael Lisnow Respite Center
- Board member - Quantitative Medicine, LLC
- Advisory Board – Sporting Odyssey

**VITA**  
**JOHN KRAFT**

Born: May 7, 1944

Status: Married

Address: 2620 NW 27th Terrace  
Gainesville, Florida 32605  
Phone: 352-373-3002

WARRINGTON COLLEGE OF BUSINESS ADMINISTRATION  
Heavener School of Business  
Fisher School of Accounting  
Hough Graduate School of Business  
PO BOX 117150  
University of Florida  
Gainesville, FL 32611-7150  
PHONE: (352) 392-2398  
FAX: (352) 392-2086  
EMAIL: John.Kraft@warrington.ufl.edu

**ACADEMIC EXPERIENCE**

1990-Present	Dean, Warrington College of Business Administration, Heavener School of Business Fisher School of Accounting Hough Graduate School of Business University of Florida
2011 - Present	Aarhus University Business School, Advisory Board
2009 - Present	United Arab Emirates Business School, Advisory Board
2006 - Present	Teaching at Helsinki School of Economics and at Aarhus School of Business.
2004 -	Academy of Management, Bishket Krygzstan Fulbright Specialist.
1993-2000	University of West Indies Advisory Board
1986-1990	Dean, College of Business, Arizona State University
1981-1986	Associate Dean, College of Business Administration, University of Florida
1980-1986	Professor of Real Estate, College of Business Administration, University of Florida
1985-1986	Director, Center for Business Policy and Entrepreneurship, College of Business Administration, University of Florida
1980-1983	Director, Bureau of Economics and Business Research, University of Florida
1977-1979	Professor-Lecturer, College of Business Administration, Georgetown University (part-time)



- 1975-1980 Professor-Lecturer, Department of Economics,  
George Washington University (part-time)
- 1970-1974 Assistant Professor, Department of Economics,  
University of Florida (on leave 1972-1973 as a Brookings Institution  
Economic Policy Fellow)

#### ADMINISTRATIVE AND GOVERNMENT EXPERIENCE

- 1977-1980 National Science Foundation, Program Manager, Public Policy Regulation,  
Division of Applied Research.
- 1974-1977 Federal Energy Administration, Acting Deputy Assistant Administrator,  
Economic-Impact Analysis (1976-77); Director, Office of Macroeconomics  
(1975-76); Director, Division of Econometric Modeling (1974-77).
- 1972-1973 Brookings Institution Economic Policy Fellow, Positions at  
the Cost of Living Council, the Department of Housing and Urban  
Development, and the Price Commission.
- 1968-1970 U.S. Bureau of Mines, Economist and Mathematician, Mineral Resource  
Division.

#### EDUCATION

- 1966 B.S. Mathematics, St. Bonaventure University  
1970 M.A. Economics, University of Pittsburgh  
1971 Ph.D. Economics, University of Pittsburgh

#### DIRECTORSHIPS

##### Private

Director, Kroy, Inc., Scottsdale, Arizona  
Director, Greyhound Financial Corporation, Greyhound Corporation, Phoenix, Arizona  
Director, Citibank of Arizona, Phoenix, Arizona

##### Public

Director, Graduate Management Admission Council  
President, Arizona State University Research Park, Tempe, Arizona  
Director, Arizona State Research Institute, Tempe, Arizona  
Director, ASU Research Park Advisory Board, Tempe, Arizona  
Director, The Washington Campus, Washington, D.C.  
Director, The Economic Club of Phoenix, Phoenix, Arizona  
Director, INROADS/Phoenix, Inc., Phoenix, Arizona  
Director, Valley of the Sun United way, Tempe, Arizona  
Member, Board of Directors Beta Gamma Sigma, National Business Honor Society  
Director, University of Florida Research Park, Gainesville Florida

## HONORS AND FELLOWSHIPS

Beta Gamma Sigma, 1984  
Outstanding Performance Award, National Science Foundation, 1979  
Certificate of Special Achievement, Federal Energy Administration, 1976  
Superior Service Award, Federal Energy Administration, 1975  
Certificate of Special Achievement, Federal Administration, 1975  
Meritorious Service Award, Federal Energy Administration, 1974  
Bookings Institution Economic Policy Fellow, 1972-73

Meritorious Service Award, Price Commission, 1973  
National Science Foundation Traineeship, University of Pittsburgh, 1969-70  
National Defense Education Act Fellowship (Title IV), University of Pittsburgh, 1969-70  
Delta Epsilon Sigma, National Scholastic Honorary, Magna Cum Laude, St. Bonaventure University, 1966

## TEACHING EXPERIENCE

Graduate: Business Policy, Strategic Planning, Real Estate Finance, Econometrics, Statistics, Macroeconomics, Urban Economics, Operations Research, Public Finance, and Energy Economics

Undergraduate: Introduction to Real Estate, Real Estate Finance, Urban Economics and Regional Economics, Public Finance, and Statistics

## PROFESSIONAL ORGANIZATIONS

Referee: Decision Sciences; Econometrica; Journal of Money, Credit and Banking; Journal of Macroeconomics; and Southern Economics Journal

Member: American Economic Association and Southern Economic Association  
Graduate Management Admissions Council, Board of Directors

## PROFESSIONAL ACTIVITIES

### AACSB - The International Association for Management Education

Member, Blue Ribbon Committee (to develop new accreditation standards), 2010-present  
Chair, Minority Opportunities Committee, 1989-90  
Member, Visitation Team, 1989-92  
Member, Standards Committee, 1990-1992  
Member, Continuing Accreditation Committee of the Accreditation Council, 1991-93  
Member, Peer Review Taskforce, 1993-95  
Member, Nominating Committee, 1994-1996  
Chair, Environmental Scanning Committee, 1995-1996  
Chair, Educational Benchmark Taskforce, 1996-1998  
Chair, Business Accreditation Committee, 1999-2002  
Member, International Accreditation Committee, 1999-2002  
Chair, International Accreditation Committee, on-going  
Chairman of the Board of Directors, 2000-2001

Arizona State University

Member, Strategic Planning Committee, 1987-1990  
Member, Enrollment Management Committee, 1987-1990  
Member, Budget Committee, 1986-1990  
Member, Development Committee, 1986-1990  
Member, West Campus Committee, 1986-1990

Beta Gamma Sigma

Member, Board of Directors, 1992-1996

Graduate Management Admissions Council

Member, Board of Directors, 1999-2002  
Member, Admissions Taskforce, 1999

University of Florida

Member, University of Florida Press, Board of Management, 1984-85  
Member, Graduate Council, 1982-85  
Member, Research Park Advisory Council, 1982-84  
Member, Research Program Development Council, 1982-85  
Member, Computers in Education Committee, 1982-85  
Member, Presidential Fellowships Committee, 1983-86  
Member, Computer Task Force, 1981-84  
Member, Board of Directors, UF Research Park, 1991-present  
Member, Board of Directors, University of Florida Foundation, 1991-1995  
Member, Board of Directors, Division of Sponsored Research, 1994-1997  
Member, Investments Committee, University of Florida Foundation, 1994-present  
Member, Research Foundation Investments Committee, 2000  
Member, RCM Budget Committee, 2008

**GRANTS**

Grant from the Social Sciences Institute, University of Florida, Summer 1971

Committee on Urban Economics, Resources for the Future - Grant to Support Dissertation Research, Summer 1969

**BOOKS, CO-AUTHORED**

Kraft, John, with A.B. Askin, Econometric Wage and Price Models: Assessing the Impact of the Economic Stabilization Program, D.C. Health and Company, Lexington, Massachusetts, 1974.

**BOOKS, CHAPTERS**

Kraft, John, "Warrington College of Business, University of Florida: The Path to Excellence," in Elite MBA Programs at Public Universities: How a Dozen Innovative Schools Are Redefining Business Education, M. Wolverton and L. E. Penley, ed., Praeger Publishers, Westport, CT, 2004, pp. 171 -192.

Kraft, John, with A. Kraft, and B. Roberts, "An Alternative to Wage and Price Controls," in Wage and Price Controls: The U.S. Experiment, J. Kraft and B. Roberts, ed., Praeger

Publishers, Inc., New York, New York, 1975, pp. 80-95.

Kraft, John, with C. Guy and B. Roberts, "Wage and Price Controls: An Industrial Examination," in Wage and Price Controls: The U.S. Experiment, J. Kraft and B. Roberts, ed., Praeger Publishers, Inc., New York, New York, 1975, pp. 96-116.

Kraft, John, with B. Roberts, "Wage and Price Controls: Success or Failure?" in Wage and Price Controls: The U.S. Experiment, J. Kraft and B. Roberts, ed., Praeger Publishers, Inc. New York, New York, 1975 pp. 143-149.

Kraft, John, "The Effectiveness of Wage and Price Controls: A Summary of the Evidence," in Analysis of Inflation, P. Earl, ed., D.C. Heath and Company, Lexington, Massachusetts, 1975, pp. 197-209.

Kraft, John, "National Energy Demand Simulation Model," in Econometric Dimensions of Energy Demand and Supply, J. Kraft and A. B. Askin, ed., D. C. Heath and Company, Lexington, Massachusetts, 1976, pp. 9-28.

Kraft, John, with A. Al-Sammarie and B. Robert, "The Effects of Phases I, II, and III on Manufacturing Sector Wages, Prices and Profit Margins," in Analysis of Inflation: 1965-1974, J. Popkin, ed., Conference on Research in Income and Wealth, Vol. 42, National Bureau of Economic Research, New York, New York, pp. 241-190.

Kraft, John, with E. Olsen, "The Distribution of Benefits from Public Housing," in Distributions of Economic Well-Being, T. F. Juster, ed., Conference on Research in Income and Wealth, Vol. 41, National Bureau of Economic Research, New York, New York, 1977, pp. 51-69.

#### BOOKS, EDITOR

Kraft, John, with C. Osterbind, Older People in Florida, University Presses of Florida, Gainesville, Florida, 1980.

Kraft, John, with B. Roberts, Wage and Price Controls: The U.S. Experiment, Praeger Publishers, Inc., New York, New York, 1975.

Kraft, John, with A. B. Askin, Econometric Dimensions of Energy Demand and Supply, D. C. Health and Company, Lexington, Massachusetts, 1976.

#### MONOGRAPHS

Kraft, John, with Henry H. Fishkind, The Florida Outlook, Bureau of Economic and Business Research, Gainesville, Florida, 1980 (published quarterly), approximately 100-125 pages.

#### REFEREED PUBLICATIONS

Kraft, John, with A. Kraft, "Estimation of the Value of Travel Time: Models Considering Binary and Multi-Mode Choice," in The Review of Regional Studies, Vol. 3, No. 2, 1973, pp. 99-110.

- Kraft, John, with A. Kraft, "Computer Applications in Econometrics," Decision Sciences, Vol. 4 No. 2, April 1973, pp. 284-294.
- Kraft, John, with A. Kraft, "Air Quality Standards and Their Impact on Northern Appalachia, : in Northeast Regional Science Review, Vol, 3, 1973, pp. 68-72.
- Kraft, John, with A. Kraft, "A Cross-Section Comparison of How Individuals Allocate Time: 1960 versus 1970," in Nebraska Journal of Economics and Business, Vol. 12, No. 4, Autumn 1973, pp. 51-68.
- Kraft, John, with A. Kraft, "Comparison of Regional Elasticities of Substitution: North versus South," in The Review of Regional Studies, Vol. 4, No. 2, 1974, pp. 95-100.
- Kraft, John, with A. B. Askin, "Similarities and Differences Among Three Models of the Inflation Process with a Preliminary Evaluation of Controls," in The Southern Economic Journal, Vol. 41, No. 1, July 1974, pp. 62-77.
- Kraft, John, with R. Blair, "Estimation of Elasticity of Substitution in American Manufacturing Industry from Pooled Cross-Section and Time Series Observations," in The Review of Economics and Statistics, Vol. 56, No. 3 August 1974, pp.343-347.
- Kraft, John, with A. Kraft, "A Re-estimation of the Phillips Curve for the United Kingdom, : Applied Economics, Vol. 6, September 1974, pp. 215-227.
- Kraft, John, with A. Kraft, "Empirical Estimation of the Value of Travel Time Using Multi-Mode Choice Models, : in The Journal of Econometrics, Vol. 2, December 1974, pp. 317-326.
- Kraft, John, with B. Barth and P. Wiest, "A Portfolio Theoretic Approach to Industrial Diversification and Regional Employment," in Journal of Regional Science, Vol. 15, No 1, April 1975, pp. 9-16.
- Kraft, John, with A. Kraft, "Preference Orderings as Determinants of Transport Mode Choice," in Regional Science and Urban Economics Vol. 5, May 1975, pp. 251-261.
- Kraft, John, with A. Kraft, "Specifications of Commodity Subsets for Separable Utility Functions," in Applied Economics, Vol. 7, December 1975, pp. 257-264.
- Kraft, John, with J. Barth and J. Bennett, "Econometric Analysis of a Federal Revenue Sharing Allocation Formula," in Public Finance Quarterly, Vol. 4, No. 1, January 1976, pp. 17-32.
- Kraft, John, with A. Kraft, "Income Velocity and Interests Rates: A Time Series Test of Causality," in Journal of Money, Credit, and Banking, Vol. 8, No. 1, February 1976, pp. 123-126.
- Kraft, John, with A. Kraft, "Mode Choice Characteristics as Determinants of Inter-urban Transport Demand," in Transportation Research, Vol. 10, February 1976, pp.31-35
- Kraft, John, with J. Barth and A. Kraft, "Estimation of the Liquidity Trap Using Spline

- Functions," in Review of Economics and Statistics, Vol. 58, No. 2, May 1976, pp.218-222.
- Kraft, John, with A. Kraft, "Stock Prices: Some Observations," Southern Economic Journal, Vol. 43, No. 3, January 1977, pp. 1365-1467.
- Kraft, John, with A. Kraft, "Determinants of Common Stock Prices: A Time Series Analysis," in Journal of Finance, Vol. 32, No. 2, May 1977, pp. 417-425. Reprinted Chartered Financial Analyst Digest, Vol. 8, No. 1, Winter 1978, pp. 7-8.
- Kraft, John, with A. B. Askin, "Econometric Wage-Price Models and Their Embedded Phillips Curves," in Quarterly Review of Economics and Business, Vol. 17, No. 2, Summer 1977, pp. 33-47.
- Kraft, John, with J. Barth and A. Kraft, "The Moneyness of Financial Assets," in Applied Economics, Vol 9, March 1977, pp. 51-61.
- Kraft, John, with A. Kraft, "V-Branch: A Generalized Utility Function," in European Economic Review, Vol. 9, May 1977, pp. 97-108.
- Kraft, John, with J. Barth and A. Kraft, "Estimation of the Liquidity Trap, A Reply," in Review of Economics and Statistics, Vol. 60, No. 2, May 1978, pp. 320-321.
- Kraft, John, with A. Kraft, "Specifications of Commodity Subsets for Separable Utility Functions, A Review," in Metroeconomica, Vol. 27, April 1977, pp. 1-21.
- Kraft, John, with M. Rodekoher, "A Regional Demand for Gasoline: A Temporal Cross-Section Specification," in Journal of Regional Science, Vol. 18, No. 1 April 1978, pp. 45-55.
- Kraft, John, with A. Kraft, "Common Stock Prices: A Reply to Some Further Considerations," in Southern Economic Journal, Vol. 45, No. 1, July 1978, pp. 281-284.
- Kraft, John, with A. Kraft, "On the Relationship between Energy and GNP," in Journal of Energy and Development, Vol. 3 No. 2, Spring 1978, pp. 401-403.
- Kraft, John, with M. Rodekoher, "Crude Oil Price Controls: An Analysis of Their Effects," in Denver Journal of International Law and Policy, Vol. 8, No. 1, Winter 1979, pp. 315-333.
- Kraft, John, with A. Kraft, "Benefits and Costs of Low Rent Public Housing," in Journal of Regional Science, Vol. 19, No. 3, July 1979, pp. 309-317.
- Kraft, John, with J. Barth and A. Kraft, "A Temporal Cross-Section Approach to the Price Equation," in Journal of Econometrics, Vol. 11, No. 4, December 1979, pp. 335-351.
- Kraft, John, with R. Vogel, "Energy Taxes and National Health Insurance," in Energy: An International Journal, Vol. 4, June 1979, pp. 429-438.
- Kraft, John, with A. Bopp, "A Note on Cost Push versus Demand Pull Inflation: An Analysis of the Petroleum Industry," in Review of Business and Economic Research, Vol. 15, No. 2, Winter 1980. pp. 94-100.

- Kraft, John, with A. Kraft, "Interfuel Substitution and Energy Consumption in the Industrial Sector," in Applied Energy, Vol. 6, No. 4, July 1980, pp. 275-288.
- Kraft, John, with M. Rodekoher, "Regional Demand for Gasoline: Some Further Evidence," in Journal of Regional Science, Vol. 20, No. 1, 1980, pp. 111-113.
- Kraft, John, with M. Rodekoher, "Temporal Cross-Section Specification of the Demand of Gasoline," in Energy: An International Journal, Vol. 5, December 1980, pp. 1193-1202.

## PROCEEDINGS

- Kraft, John, with A. Kraft, "Computer Applications in Econometrics," in Proceedings of the Annual Meeting of the American Institute of Decision Sciences, October 1971, p. 352.
- Kraft, John, with A. Kraft, "The Computer and Econometrics," in Computing Newsletter for Schools of Business, Vol. 5, No. 4, December 1971, p. 3
- Kraft, John, with A. Kraft, "The Use of Cubic Splines in Estimating a Phillips Curve for the United States," in Proceedings of the American Statistical Association, August 1972, pp. 346-348.
- Kraft, John, with J. Barth and A. Kraft, "A New Approach to Estimating the Interest Elasticity of the Demand for Money," in Proceedings of the American Statistical Association, December 1973, pp. 241-244.
- Kraft, John, with A. Kraft and B. Roberts, "Controls and Their Impact on the Determination of Wages and Prices in the Manufacturing Sector," in Proceedings of the American Statistical Association, August 1974, pp. 431-435.
- Kraft, John, with A. Kraft, "Intefuel Substitution in the Industrial Sector," in Proceedings of the Annual Meeting of the American Institute for Decision Sciences, October 1975, p. 306.
- Kraft, John, with A. Bopp, "Cost Push versus Demand Pull Inflation: An Analysis of the Petroleum Industry," in Proceedings of the American Statistical Association, August 1977, pp. 492-495.
- Kraft, John, with L. Rosenberg, "Public Policy for Solar Energy Development," in Proceedings of the Fourth International Conference on Energy Options and Conservation, University of Colorado, October 1977, pp. 219-238.
- Kraft, John, with J. Barth and A. Kraft, "The Substitutability Between Money and the Liabilities of Nonbank Financial Intermediaries," in Proceedings of the American Statistical Association, August 1979, pp. 206-210.
- Kraft, John, "Foreword: Capital Markets, Financial Behavior, and Economic Performance," Journal of Money, Credit, and Banking, Supplement, Vol. 12, No. 2, May 1980, pp. 5-6.
- Kraft, John, with A. Narayan, "The Refugee Situation in Florida," in The Florida Outlook, Vol 4, No. 3, September 1980, pp. 71-76.

Kraft, John, with H. H. Fishkind and S. Engler, "The Florida Outlook: December 1980," in The Florida Outlook, Vol. 4, No. 4, December 1980, pp. 3-5.

Kraft, John, with S. Engler, "The Demand for Gasoline in Florida," in The Florida Outlook, Vol. 4, No. 4, December 1980, pp. 99-104.

Kraft, John, with H. H. Fishkind, "Organization and Integration of the Research Unit for a Growth Environment," Readings in Economic Research, Vol. 2, 1980, pp. 55-65.

Kraft, John, "Energy Substitution in a Dynamic Setting: Comments," Proceedings of Conference on End Use Modeling, Electric Power Research Institute, Palo Alto, California, 1981.

#### REVIEWS

Kraft, John, with Daniel C. Vandermeulen, "Review of Linear Economic Theory," Journal of Economic Literature, Vol. 10, No. 2, June 1972, pp. 457-458.

#### MISCELLANEOUS

Kraft, John, with P. Mutschler, "Impact on the Coal Industry of Environmental Pollution Controls," U.S. Bureau of Mines, Department of the Interior, 1971.

Kraft, John, with P. Mutschler, "An Econometric Appraisal of Steel Furnace Production for Domestic Producers," U.S. Bureau of Mines, Department of the Interior, October 1972.

Kraft, John, with A.B. Askin, "Report on Econometric Wage and Price Models to Assess the Impact of the Economic Stabilization Program," Division of Price Analysis, Office of Price Policy, Price Commission, 1972.

Kraft, John, "Housing in the '70s," Report of the President's Housing Task Force, GPO, Washington, D.C., 1973. Reprinted in: Hearing before the Subcommittee on Housing of the Committee on Banking and Currency, House of Representatives, Part 3.

Kraft, John, "Appendix II: Demand Forecast," Project Independence Report, U.S. Government Printing Office, Washington, D.C., 1974.

Kraft, John, "Multinomial Logic Model of Unconstrained Energy Demand," Division of Econometric Modeling and Research, Office of Energy Systems, Federal Energy Administration, 1974.

Kraft, John, "Analysis of Natural Gas Deregulation," Technical Report 76-3, Office of Oil and Gas Analysis, Federal Energy Administration, 1976.

#### PAPERS PRESENTED

Since 1977, presented papers at the following meetings: The American Economic Association, the Econometric Society, the Western Economic Association, the Southern Economic Association, the American Finance Association, AREUEA mid-term meetings, and the Regional Science Association, AACSB, and GMAT.



# John C. Banko

---

Department of Finance, Insurance, and Real Estate  
University of Florida  
Gainesville, FL 32611-7168

office: (352) 392-6395  
fax: (352) 392-0301  
john.banko@warrington.ufl.edu

---

## EDUCATION & PROFESSIONAL CREDENTIALS

Ph.D., Finance, *University of Florida*, May 2003

B.S. (High Honors), Finance, *University of Florida*, December 1990

C.F.A. Charterholder, *CFA Institute*, Charlottesville, VA

## ACADEMIC EMPLOYMENT

Lecturer of Finance, *University of Florida* – Gainesville, Florida, 2007 – Present

*Courses Taught:* Business Finance (Undergraduate)  
Applications of VBA in Finance (Undergraduate)  
Debt and Money Markets Finance (Undergraduate)  
Equity and Capital Markets (Undergraduate and Graduate)  
Honors Finance (Undergraduate)  
CFA Topics Review (Undergraduate and Graduate)  
Corporate Finance (Undergraduate and M.B.A.)  
Investment Analytics (M.S.F.)

Lecturer of Finance, *University of Central Florida* – Orlando, Florida, 2006 – 2007

*Courses Taught:* Introductory Finance (Undergraduate)  
Financial Analysis (M.B.A.)

Assistant Professor, *Northern Illinois University* – DeKalb, Illinois, 2002 – 2006

*Courses Taught:* C++ for Data Analysis & Derivatives Pricing (Undergraduate)  
Financial Markets and Institutions (Undergraduate)  
Fundamentals of Financial Management (M.B.A.)  
Financial Analysis (M.B.A.)

Graduate Assistant, *University of Florida* – Gainesville, Florida, 1998 – 2002

*Courses Taught:* Financial Management (E.M.B.A.)  
Financial Management (Undergraduate)  
Debt and Capital Markets (Undergraduate)  
Introductory Finance (Undergraduate)

Adjunct Faculty, *Santa Fe Community College* – Gainesville, Florida, 1994

*Course Taught:* Computer Systems Mathematics (Undergraduate)

## **PUBLISHED/ACCEPTED ARTICLES**

“Earnings management and annual general meetings: The role of managerial entrenchment” (with M. Frye, A.M. Whyte, and W. Wang). *The Financial Review*, May 2013.

“Callable Bonds Revisited” (with Lei Zhou). *Financial Management*, Summer 2010.

“Economies of Scope and Scale in the Mutual Fund Industry (with Scott Beyer and Richard Downen). *Managerial Finance*, 2010.

“The Relationship between the Value Effect and Industry Affiliation” (with Mitch Conover and Gerry Jensen). *Journal of Business*, September 2006.

## **WORKING PAPERS**

“The Relation among Trading Hours, Days, and Volatility. What is a Day?” (with Mark Flannery).

## **PROFESSIONAL EXPERIENCE**

Options Valuations, *David Monk & Co.* – Gainesville, Florida, 2008-2009  
Employee stock option valuation for closely held client of David Monk.

Mainframe System Developer, *University of Florida* – Gainesville, Florida, 1993 – 2008 (not continuous)

System management / development for a variety of projects. Established university policy and developed systems to administer policies. Developed web-based applications. Automated degree verification / advising. Enhanced enrollment management. Instrumental in DB2 conversion.

Senior Consultant, *Andersen Consulting* – Miami, Florida, 1991 – 1993  
Computer systems development, primarily mainframe systems. Projects focused on electric utilities, including Florida Power & Light and Florida Power Corporation.

## **SCHOLARLY PRESENTATIONS AND SERVICE TO THE PROFESSION**

Academy of Financial Services  
2005 Meetings in Chicago: Program committee.

Financial Management Association  
2013 Meetings in Chicago: Program committee  
2012 Meetings in Atlanta: Program committee, chair, discussant  
2011 Meetings in Denver: Program committee  
2008 Meetings in Dallas: Program committee, presenter

## **SCHOLARLY PRESENTATIONS AND SERVICE TO THE PROFESSION (cont.)**

### Financial Management Association (continued)

- 2007 Meetings in Orlando: Discussant
- 2006 Meetings in Salt Lake City: Program committee.
- 2005 Meetings in Chicago: Program committee, presenter, discussant, & chair.
- 2004 Meetings in New Orleans: Program committee.
- 2003 Meetings in Denver: Program committee.
- 2002 Meetings in San Antonio: Presenter, discussant, & chair.

### Midwest Finance Association

- 2005 Meetings in Milwaukee: Program committee & presenter.
- 2004 Meetings in Chicago: Program committee, discussant, & chair.
- 2003 Meetings in St. Louis: Presenter, discussant, & chair.

### Southern Finance Association

- 2013 Meetings in San Juan: Program committee
- 2012 Meetings in Charleston: Program committee
- 2011 Meetings in Key West: Program committee
- 2010 Meetings in Asheville: Program committee.
- 2009 Meetings in Captiva Island: Program committee, presenter, discussant, & chair.
- 2005 Meetings in Key West: Program committee & discussant.
- 2004 Meetings in Ft. Myers: Program committee.
- 2003 Meetings in Charleston: Program committee, presenter, discussant, & chair.

### Southwestern Finance Association

- 2009 – 2011, Webmaster
- 2007 – 2009, Member of the Board
- 2011 Meetings in Houston: Program committee.
- 2005 Meetings in Dallas: Program committee, presenter, discussant, & chair.

## **HONORS AND AWARDS**

- Undergraduate Faculty Member of the Year (Finance), 2009-2010
- Undergraduate Faculty Member of the Year (Finance), 2008-2009
- Grinter Fellowship, University of Florida, 1997-2002
- NCR Stakeholder Essay Competition, University of Florida, 1988

## **PROFESSIONAL ASSOCIATIONS**

- Financial Management Association, 2001 – Present
- Midwest Finance Association, 2003 – 2006
- Southern/Southwestern Finance Association, 2003 – Present

## **CFA PROGRAM PARTNER**

CFA Partner Program Director, 2008 – Present  
CFA Partner Program Application Committee, 2007 – 2008

## **OTHER TEACHING EXPERIENCE**

CFA Level 1 Review, University of Florida (Spring 2008) and Northern Illinois University (Fall 2004 and Spring 2005). Reviewed 18 topic areas to prepare students for the Level 1 exam.

Harvard Conference on Leading Case Method Discussions, Harvard University, June 2003.

## **UNIVERSITY SERVICE**

Student Petitions Committee (University-wide) (2009-present)  
CFA Program Partner Director (2008-present)  
University Graduation Marshal (fall, spring, summer) (2007-present)  
Ad-hoc Committee on Finance Curriculum (2008,2011)  
College of Business Ethics Committee (2004-2006)  
College of Business Strategic Planning Council (2004-2006)  
Department Curriculum Committee (2003-2006)  
Ad-hoc Committee on Technology in the Finance Major (2002-2003)  
Ad-hoc Committee on CFP Requirements (2002-2003)  
Member of the Provost's Multicultural Curriculum Transformation Institute (2003)

## **REVIEWER**

*Review of Quantitative Finance and Accounting*, 2004  
*Review of Accounting and Finance*, 2003

## **PERSONAL**

Born September 1968. Married, four children.

**PAUL E. MADSEN**

Curriculum vitae  
July 2013

University of Florida  
Fisher School of Accounting, 210 GER  
PO Box 117166  
Gainesville, FL 32611

Phone: (352) 273-0221  
Fax: (352) 392-7962  
Email: paulmadsen@ufl.edu

**EDUCATION**

---

**Emory University, Goizueta Business School**

Ph.D. in Accounting, 2010

**University of Utah, David Eccles School of Business**

M.S. in Finance, 2005

B.S. in Finance, 2002

**ACADEMIC POSITIONS**

---

**University of Florida, Fisher School of Accounting**

Assistant Professor, August 2010 to present

**RESEARCH**

---

**Published Work**

Madsen, P. E. 2011. How Standardized is Accounting? *The Accounting Review* 86 (5): 1679-1708.

Madsen, P. E. 2013. Evaluating Accounting Standards: A Comment on Ramanna (2013). *Accounting, Economics, and Law* 3 (2): 77-92.

**Forthcoming Publications**

Madsen, P. E. 2013. The Integration of Racial Minorities and Women into the Auditing Profession since the Civil Rights Period. Forthcoming in *The Accounting Review* 88 (6).

Madsen, P. E. 2013. The pursuit of high quality accounting standards. Forthcoming in *Accounting Horizons* 27 (3).

**Under Review**

Basu, S., Madsen, P. E., Reppenhagen, D., and G. Waymire. 2013. Professional knowledge-building institutions and the historical emergence of accounting norms. First round at *The Accounting Review*.

Madsen, P. E. 2013. Has the quality of accounting education declined? First round at the *Journal of Accounting Research*.

### **Working Papers**

How Rules-Oriented Are Accounting Standards? With Devin Williams.

### **Work in Progress**

How Does Financial Reporting Regulation Influence the Demand for Audit Work? With Robert Knechel

Accounting and Reservations Values. With Marcus Kirk

### **Interests**

Financial accounting, financial reporting regulation, accounting standards, 19<sup>th</sup> and 20<sup>th</sup> century history of accounting, the origins of accounting, diversity of the accounting profession, and accounting labor markets.

## **INVITED WORKSHOPS**

---

2012 - University of Texas at Dallas  
2011 - Florida State University  
2010 - Carnegie Mellon University  
2010 - University of California at Davis  
2010 - University of Chicago  
2010 - University of Florida  
2010 - University of Kentucky  
2010 - University of Washington  
2010 - Yale University

## **CONFERENCE PARTICIPATION**

---

### **Invited Presentations**

2012 - Understanding the Accounting Profession through Occupational Comparisons. FICPA University of Florida Accounting Conference.

2012 - Invited panelist "Devil's Advocate: The Most Incorrect Beliefs of Accounting Experts." AAA Annual Meeting.

2012 - Invited panelist "Follow-Up to Bruce Caruthers's Plenary Talk." AAA Annual Meeting.

### **Refereed Presentations**

2012 - How Rules-Oriented Are Accounting Standards? Illinois Symposium for Audit Research.

2012 - The Integration of Racial Minorities and Women into the Auditing Profession since the Civil Rights Period. AAA Annual Meeting.

2012 - How Rules-Oriented Are Accounting Standards? Southeast Summer Accounting Research Colloquium (SESARC).

2011 - Is the Accounting Profession Distinctively Unwelcoming to Women and Minorities? Meeting of the Diversity Section of the AAA.

2011 - Why Is Financial Reporting Regulation Inefficient? BYU Accounting Research Symposium.

2009 - Is There Really 'Standards Overload' in Accounting? BYU Accounting Research Symposium.

2009 - Design Versus Evolution in Setting Accounting Standards. AAA Annual Meeting.

### **Conference Paper Discussions**

2012 - Burnett, B., Chen, H., and K. Gunny. Advocacy Threat to Auditor Independence – The Case of Auditors Lobbying For Their Clients. AAA Annual Meeting.

2011 - Michels, J. Do Unverifiable Disclosures Matter? Evidence From Peer-To-Peer Lending. AAA Annual Meeting.

### **Conferences Attended**

2013 - KPMG 2013 National Faculty Symposium

2012 - FICPA University of Florida Accounting Conference

2012 - Illinois Symposium for Audit Research  
2012 - Brigham Young University Accounting Symposium  
2012 - AAA Annual Meeting  
2012 - Southeast Summer Research Colloquium  
2011 - AAA Diversity Section Midyear Meeting  
2011 - AAA FARS Midyear Meeting  
2011 - AAA New Faculty Consortium  
2011 - Brigham Young University Accounting Symposium  
2011 - University of Florida PhD Alumni Research Conference  
2010 - Carnegie Mellon University Accounting Conference  
2010 - Chapman University Visiting Graduate Student Workshop in Experimental Economics  
2009 - AAA Annual Meeting  
2009 - Brigham Young University Accounting Symposium  
2008 - AAA Annual Meeting  
2008 - AAA/Deloitte/J. Michael Cook Doctoral Consortium  
2007 - Southeast Summer Research Colloquium  
2006 - AAA Financial Accounting & Reporting Section Midyear Meeting  
2006 - Emory University Accounting Mini-Conference on the Foundations of Accounting

## **TEACHING**

---

### **Accounting Issues in Financial Risk Management, University of Florida**

2013 *Average Overall Rating of the Instructor: 4.7 out of 5*

2012 *Average Overall Rating of the Instructor: 4.8 out of 5*

2011 *Average Overall Rating of the Instructor: 4.7 out of 5*

### **Introduction to Financial Accounting, University of Florida**

2012 *Average Overall Rating of the Instructor: 4.2 out of 5*

2011 *Average Overall Rating of the Instructor: 4.2 out of 5*

## **AWARDS**

---

2013 - J. Michael Cook Teaching Award , Fisher School of Accounting  
2011 - AAA New Faculty Consortium Fellow  
2005-2010 - Emory University, Graduate Fellowship  
2008, 2009 - Emory University, Graduate School of Arts and Sciences, Travel Grant  
2008 - AAA/Deloitte/J. Michael Cook Doctoral Consortium Fellow  
2007 - Sheth Foundation Dissertation Research Support Fellowship  
2004-2005 - University of Utah, Eccles Business School Scholarship  
1999 - Brigham Young University, Undergraduate Scholarship

## **SERVICE**

---



## **University**

2010-2013 - University of Florida, Ph.D. Program Committee

2012 - Faculty Marshal, masters/specialist degree ceremony Spring Commencement

## **Professional**

2012 - Committee Member AAA/Grant Thornton Doctoral Dissertation Award

2012 - Reviewer AAA Annual Meeting

2012 - Reviewer AAA Financial Accounting and Reporting Section Midyear meeting

2011 - Ad Hoc Reviewer for the Journal of Accounting Literature

2011- Reviewer AAA Financial Accounting and Reporting Section Midyear meeting

2010 - Reviewer for The Academy of Accounting Historians and The Accounting Hall of Fame Conference

## **PROFESSIONAL MEMBERSHIPS**

---

American Accounting Association

## **OTHER PROFESSIONAL EXPERIENCE**

---

### **Staff Accountant**

12/2002-8/2004 - National Wood Products, SLC, Utah

## Chien-Chi Tseng

262 Stuzin Hall, P.O. Box 117168, Gainesville, FL 32611-7168  
Office Phone: 1-352-273-0332. Email: ctseng@ufl.edu

### EDUCATION

---

- Post-Doc. University of Florida, Gainesville, FL  
07/17/2011 Warrington College of Business Administration  
Hough Graduate School of Business, Post-Doctoral Bridge Program  
Academically Qualified in Entrepreneurship / International Business  
Association to Advance Collegiate Schools of Business (AACSB) Accredited
- Ph.D. University of Minnesota, Minneapolis, MN  
06/30/2010 Department of Organizational Leadership, Policy, and Development  
Human Resource Development Program
- M.B.A. Chinese Culture University, Taipei, Taiwan  
06/20/1993 International Business Administration, *Summa cum laude*
- B.S., 06/15/1986 Tunghai University, Chemical Engineering, Taichung, Taiwan

### CERTIFICATES

---

- 09/26/2010 Experiential Classroom XI for Teaching Entrepreneurship, Oklahoma State University, Tulsa, OK
- 10/31/2003 University Instructor Certification, Ministry of Education, Taipei, Taiwan

### HONORS AND AWARDS

---

- 2010-2011 Emerging Diversity Scholar Award, University of Michigan, National Center for Institutional Diversity, Ann Arbor, MI
- 2009-2011 Publication: "Strategic HRD practices as key factors in organizational learning"  
• Ranked in the Top Ten articles of the *Journal of European Industrial Training* in 2009  
• Listed in the Top Ten download list on *Social Science Research Network's* areas of "HRM Models" and "Other Strategy Models" in 2010  
• Selected for inclusion in *Emerald Reading List Assist* in 2011
- 06/28/2010 Scholarship for Participating in the Entrepreneurship Experiential Classroom XI Forum from the US Association for Small Business and Entrepreneurship
- 2007-2009 Graduate Research Assistantship, Department of Work and Human Resource Education, University of Minnesota, St. Paul, MN
- 2007-2008 Recipient of three Travel Grants for Engaging in Research and Scholarship Activity, University of Minnesota, St. Paul, MN
- 12/07/2001 "The Best Incubator Manager of the Year 2001" Awarded by the Ministry of Economic Affairs, Taiwan (Highest honor for incubator managers in Taiwan)

## **RESEARCH INTERESTS**

---

Entrepreneurial Management; Small Business Management; Organizational Behavior and Learning; Organization Development and Change; Strategic Management; International Human Resource Development; and Entrepreneurial Leadership

## **DISSERTATION**

---

Tseng, C. (2009). *The effects of learning organization practices on organizational commitment and effectiveness for small and medium-sized enterprises in Taiwan*. Ph.D. dissertation, University of Minnesota, Minneapolis, USA.

As small and medium-sized enterprises (SMEs) achieve success, learning organization practices become increasingly critical in understanding and improving employee commitment and effectiveness. A research question, as well as one framework, three hypotheses, and nine sub-hypotheses were proposed to explore "What are the effects of learning organization practices on organizational commitment and organizational effectiveness for SMEs in Taiwan?" Three measurements formed an integrated instrument using a quantitative research design. The validity of the instruments was examined by confirmatory factor analysis, and the relationships were tested by correlation and structural equation modeling. The study found that learning organization practices have a positive effect on both organizational commitment and effectiveness, and organizational commitment has a positive influence on organizational effectiveness in Taiwanese SMEs setting.

## **REFEREED JOURNAL ARTICLES**

---

1. Tseng, C. (Forthcoming). Linking entrepreneurial infrastructures and new business development: A study of entrepreneurship development in Taiwan. *The Journal of Entrepreneurship*.
2. Tseng, C. (2011). Connecting business incubator development with human resource development. *Journal of Multidisciplinary Research*, 3(2), 29-42.
3. Tseng, C. (2011). The influence of strategic learning practices on employee commitment. *Journal of Multidisciplinary Research*, 3(1), 5-23. (Invited Publication)
4. Tseng, C., & McLean, G. N. (2008). Strategic HRD practices as key factors in organizational learning. *Journal of European Industrial Training*, 32(6), 418-432. (Invited Publication)

## **OTHER PUBLICATIONS**

---

1. *Global entrepreneurship monitor: 2002 Executive report*. Wellesley, MA: Babson College and London Business School. (Selected to serve on the national research team for Taiwan)
2. Tseng, C. (2000). A cradle of technology enterprises: Innovation Incubator of National Taiwan University. *Bimonthly Journal of Alumni of National Taiwan University*, 9, 80-83.
3. Tseng, C. (1993). *A study of the impact of economic factors and advertising on the price of real estate in Taipei*. Unpublished master's thesis, Chinese Culture University, Taipei, Taiwan.

## **REFEREED CONFERENCE PROCEEDINGS**

---

1. Tseng, C., & Kraft, J. J. (2011). Linking Entrepreneurial Education Practices, Learning Satisfaction, and Learning Effectiveness. Paper accepted to present at the 2012 *National Collegiate Inventors and Innovators Alliance 16<sup>th</sup> Annual Conference*. San Francisco, California.

2. Tseng, C. (2011). Strategic learning organization practices as key effects on organizational commitment and effectiveness. *2011 Academy of Management Annual Meeting*. San Antonio, Texas.
3. Tseng, C. (2011). Linking strategic organizational learning practices, learning satisfaction, and learning effectiveness. *2011 Strategic Management Society Annual Conference*. Miami, Florida.
4. Tseng, C. (2011). An examination of learning organization practices for small enterprises in Taiwan: Their effects on organizational commitment. *2011 United States Association for Small Business and Entrepreneurship Conference*. Hilton Head, South Carolina.
5. Tseng, C. (2009). The impact of learning organization practices on small and medium enterprises' organizational commitment and effectiveness. *2009 Academy of Management Annual Meeting*. Chicago, Illinois.
6. Tseng, C. (2009). The relationships of learning organization practices with organizational commitment and effectiveness in small and medium enterprises context. *2009 United States Association for Small Business and Entrepreneurship Conference*. Anaheim, California.
7. Tseng, C., & McLean, G. N. (2009). The effects of learning organization practices on organizational commitment and effectiveness for small and medium-sized enterprises in Taiwan. *10th European Academy of Human Resource Development International Conference*. Newcastle Upon Tyne, UK.
8. Tseng, C., & McLean, G. N. (2008). The relationship between organizational learning practices and the learning organization. *The 2008 Academy of Human Resource Development International Conference*. Panama City, Florida.
9. Tseng, C. (2007). The role of HRD in business incubator centers. *The Midwest Academy of Management 50<sup>th</sup> Anniversary Conference*. Kansas City, Missouri.
10. Tseng, C., & McLean, G. N. (2007). Entrepreneurial team creativity, entrepreneurial leadership, and new venture performance. *The Sixth Asian AHRD Conference*. Beijing, China.
11. Tseng, C., & McLean, G. N. (2007). Strategic HRD practices as key factors in organizational learning. *2007 Academy of Human Resource Development International Conference*. Indianapolis, Indiana. (Invited to publish at the *Journal of European Industrial Training*)
12. Tseng, C. (2007). Create entrepreneurship from entrepreneurial capabilities: The case of Taiwan. *The Joint SBI and USASBE Conference*. Orlando, Florida.
13. Tseng, C., & McLean, G. N. (2006). A conceptualization of self-directed learning for successful entrepreneurs. *The Fifth Asian Academy of Human Resource Development Conference*. Serdang, Malaysia.
14. Tseng, C., & McLean, G. N. (2005). Entrepreneurship development in Taiwan. *The 4<sup>th</sup> Asian Conference of the Academy of HRD*. Taipei, Taiwan.
15. Tseng, C., Ko, C., & Hung, C. (2002). Incubation services and tenants' resource on the performance of new venture development: The cases study of National Taipei University of Technology. *The Fifth Conference of Small-Business Management*. Chia-Yi, Taiwan.

16. Tseng, C., Hung, C., & Liu, M. (2002). Case study of nurturing services portfolio and characteristics of venture teams on the new venture performance. *E-Era Challenge International Academic Conference*. Taipei, Taiwan.
17. Chen, C., Tseng, C., & Jaw, Y. (2002). Variance analysis of R&D performance expectation at incubating period for the graduated tenant of incubator. *E-Era Challenge International Academic Conference*. Taipei, Taiwan.

## **PRESENTATIONS**

---

1. Presenter. Topic: Strategic learning organization practices as key effects on organizational commitment and effectiveness. *2011 Academy of Management Annual Meeting*. San Antonio, Texas. (08/15/2011)
2. Presenter. Topic: An examination of learning organization practices for small enterprises in Taiwan: Their effects on organizational commitment. *2011 United States Association for Small Business and Entrepreneurship Conference*. Hilton Head, South Carolina. (01/12/2011)
3. Interviewed by Business Report. Cover story: Nurturing a culture of entrepreneurship: Innovation is spreading across campus. North Central Florida: Business Report. (12/01/2010)
4. Presenter. Topic: The impact of learning organization practices on small and medium enterprises' organizational commitment and effectiveness. *2009 Annual Meeting of the Academy of Management*. Chicago, IL. (08/10/2009)
5. Presenter. Topic: The relationship between organizational learning practices and the learning organization. *2008 Academy of Human Resource Development International Conference*. Panama City, FL. (02/23/2008)
6. Presenter. Topic: The role of HRD in business incubators. *Midwest Academy of Management 50<sup>th</sup> Anniversary Conference*. Kansas City, MO. (06/10/2007)
7. Presenter. Topic: Strategic HRD practices as key factors in organizational learning. *2007 Academy of Human Resource Development International Conference*. Indianapolis, IN. (03/01/2007)
8. Presenter. Topic: Create entrepreneurship from entrepreneurial capabilities: The case of Taiwan. *The Joint SBI and USASBE Conference*. Orlando, Florida. (01/14/2007)
9. Invited Presenter. Topic: The essence of technology and humanity, incubation center of National Taiwan University. Taipei, Taiwan: SOHO Magazine. (10/01/2000)
10. Invited Presenter. Topic: Technological project program of small business innovation research. *Technological Project Program Financial Supporting Forum*. Taoyuan, Taiwan: National Central University. (04/24/2001)
11. Invited Presenter. Topic: The study of related issues for the expense administration in incubation center. *Incubator Development Annual Conference*. Hualien, Taiwan: National Dong Hwa University. (04/12/2001)
12. Invited Presenter. Topic: Cover story: Taiwan startups go back to school. Hong Kong: Asian Business Magazine. (07/31/2000)

13. Invited Presenter. Topic: Business incubation centers: A new model for the internet economy. Hong Kong: China Post. (07/03/2000)
14. Invited Presenter. Topic: Experiences in developing the innovation incubation center of National Taiwan University. *Developing Technology Industry and Small and Medium Enterprises Conference*. Ilan, Taiwan: NSME Research and Training Center of National Chengchi University. (12/02/1998)
15. Invited Presenter. Topic: The relationship between innovation incubation center and entrepreneurs. *Weeks of Commerce and Trade Program*. Taipei, Taiwan: STAR Television. (07/07/1998)

## **RESEARCH AND PROFESSIONAL PROJECTS**

---

- |                 |  |
|-----------------|--|
| 01/2006-05/2006 | <p>A Comparative Study of Entrepreneurial Capabilities in United Kingdom, United States, Brazil, and Taiwan</p> <ul style="list-style-type: none"> <li>• WHRE 8142 Course Work Group Project, University of Minnesota, MN</li> <li>• Role: Group Leader of a five person team</li> </ul>   |
| 2004-2005       | <p><a href="http://nano.stpi.org.tw">nano.stpi.org.tw</a> Website Development Project</p> <ul style="list-style-type: none"> <li>• Applied for and received Research Grant from the National Applied Research Laboratories, Taipei, Taiwan</li> <li>• Role: Website Design and Research Team Coordinator</li> <li>• Total Funding: \$84,000 US dollars (for 8 months)</li> </ul> |
| 2002-2003       | <p>Global Entrepreneurship Monitor Research Project</p> <ul style="list-style-type: none"> <li>• Co-organized by London Business School and Babson College; Sponsored by National Taiwan University and Ministry of Economic Affairs, Taiwan</li> <li>• Role: National Research Team Coordinator</li> <li>• Total Funding: \$160,000 US dollars (for 1.5 years)</li> </ul>       |
| 2002-2003       | <p>Professional Incubator Manager Training Project</p> <ul style="list-style-type: none"> <li>• Sponsored by Small and Medium Enterprise Administration, Taipei, Taiwan</li> <li>• Role: Associate Director</li> <li>• Total Funding: \$242,000 US dollars (for 2 years)</li> </ul>  |
| 1998-2002       | <p>Innovative Incubator Development and Work Projects in Taiwan</p> <ul style="list-style-type: none"> <li>• Sponsored by Small and Medium Enterprise Administration, Taipei, Taiwan</li> <li>• Role: Project Manager (National Taiwan University and National Taipei University of Technology)</li> <li>• Total Funding: \$1,020,000 US dollars (for 5 years)</li> </ul>        |

## **RESEARCH EXPERIENCE**

---

- |                 |   |
|-----------------|---|
| 08/2010-Present | <p>Post Doctoral Associate, Center for Entrepreneurship and Innovation, Warrington College of Business Administration, University of Florida, Gainesville, FL</p>   |
| 09/2007-05/2009 | <p>Graduate Research Assistant, University of Minnesota, St. Paul, MN<br/>         Participated in research projects in <i>Technology Transfer</i>, <i>Meaning of Work</i>; <i>Scholarship of Engagement</i>; and <i>Corporate Culture and Ethical Behavior</i></p> |

- 11/2004-08/2005      Research Fellow, National Applied Research Laboratories, Taipei, Taiwan
- Managed long-term national technological policy research projects
  - Directed research team of 11 personnel in the development of the website - <http://nano.stpi.org.tw/>
- 01/2002-06/2003      Research Fellow, National Taiwan University, Taipei, Taiwan
- Organized the 2002 National conference on "Enterprise Development" for 300 small and medium-sized enterprises
  - Worked with entrepreneurial research team and performed 1,000 nation-wide entrepreneurship surveys and 54 expert interviews
  - Conducted data analysis for the "Global Entrepreneurship Monitor" project
- 03/1998-12/2000      Research Fellow, Yen Ching Ling Industrial Institute, National Taiwan University, Taipei, Taiwan
- Developed the business plan for the first campus Incubator Center in Taiwan
  - Coordinated and completed the transfer of the incubator center from a research project to the development of a fully functioning Research Center for the University

### TEACHING EXPERIENCE

---

- 08/2010-Present      Instructor, Thomas S. John Entrepreneurship Master's Program, Hough Graduate School of Business, Warrington College of Business Administration, University of Florida, Gainesville, FL
- Teaching "*Small and Family Business Management*" Course for Weekend MBA and Full Time MBA Program, 2 credits per module, student number: 46, *Evaluation – Instructor Overall: 4.50/5.0 Scale (College Mean: 4.18/5.0)*
  - Teaching "*Family Entrepreneurship*" Course for Undergraduate Program, 2 credits per module, student number: 29, *Evaluation – Instructor Overall: 4.65/5.0 Scale (College Mean: 4.04/5.0)*
- 01/2007-05/2007      Teaching Intern, GRAD 8101 Teaching in Higher Education Course, University of Minnesota, Minneapolis, MN
- Developed and taught sessions: "*International HRD*" and "*Organizational Development*" in Managing Classroom Dynamics
  - Built a repertoire of teaching and learning strategies and tools to enhance classroom dynamics
- 08/2006-09/2006      Instructor and Designer, HRD 5196 Internship, University of Minnesota, Minneapolis, MN
- On-line Teaching at Aletheia University: *Marketing Skills for Tourist Industry Sales Forces*, 2 credits per summer term, student number: 23  
*Student and Department Chair Evaluation: 4.83/5.0 Scale (exceptional)*
- 01/2001-07/2005      Instructor, Aletheia University, Taipei, Taiwan
- *Conflict Management*, 3 credits per year, student number: 22-32  
*Student and Department Chair Evaluation: 4.82-4.96/5.0 Scale (exceptional)*
  - *Marketing and Organization Management*, 2 credits per semester, student number: 40-52  
*Student and Department Chair Evaluation: 4.78-4.95/5.0 Scale (exceptional)*
  - *Foundations of Management*, 3 credits per year, student number: 41-47  
*Student and Department Chair Evaluation: 4.82-4.96/5.0 Scale (exceptional)*

- 07/2003-12/2003 Teaching Assistant, National Taiwan Normal University, Taipei, Taiwan  
*Entrepreneurship in the Hi-Tech Industry*, 2 credits per semester
- 12/1998-03/1999 Guest Lecturer, Extension Program Education Center, Chinese Culture University, Taipei, Taiwan
- Foundations of Management; Product and Price Strategies
  - Management and Marketing Strategies

### **PROFESSIONAL EXPERIENCE**

---

- 01/2001-12/2002 Incubator Manager, National Taipei University of Technology, Taipei, Taiwan
- Managed the Incubation Center; recipient of Taiwanese "Best Incubator Manager of the Year" award in 2001
  - Through outreach activities, brought in 25 to 30 new businesses each year
  - Developed strategic goals, marketing strategy, and selection criteria for admission into the Incubator
  - Supervised multicultural staff, managed physical resources, built technology transfer work in the University, and coordinated and cultivated relationships with key stakeholders in the national government, the National Taipei University, and developing entrepreneurs
  - Organized and coordinated National Entrepreneurship Conference in 2002
- 03/1998-12/2000 Incubator Manager, National Taiwan University, Taipei, Taiwan
- Responsible for developing the first campus Incubation Center in Taiwan
  - Grew the Incubation Center from start-up in 1998 to 55 participating companies in 2000
  - Developed strategic steering committees and advisory groups to assist in the development of needed policies, marketing strategies, admission criteria, financial aid criteria, and exit criteria
  - Established a network of strategic partnerships across universities, banks, businesses, and the national government to sustain enterprise development
- 1988-1998 Managerial and Non-managerial Positions in Taiwan  
Gained knowledge and experience in successful entrepreneurship, networking, strategic planning, marketing, product development, and service delivery through managerial and non-managerial positions in the banking, real estate, and accounting career fields

### **PROFESSIONAL TRAINING**

---

- 2001 Professional Incubator Manager Training Certification, Small and Medium Enterprise Administration, Taipei, Taiwan
- 1997 Stock Market Exchange Practitioner Qualification, certified to work as a stock broker in the Taiwan Stock Exchange

### **PROFESSIONAL AFFILIATIONS**

---

Member of the Academy of Management,  
the Southern Management Association,  
the Strategic Management Society, and  
the United States Association of Small Business and Entrepreneurship



**PROFESSIONAL SERVICES**

---

- |           |   |
|-----------|---|
| 2010-2011 | Invited Reviewer for Human Resource Development Quarterly   |
| 2008-2011 | Invited Reviewer for the Journal of Small Business and Entrepreneurship   |
| 2007-2011 | Ad-hoc Reviewer for the Annual Conferences of the Academy of Management   |
| 2011      | Ad-hoc Reviewer for the Annual Meeting of Southern Management Association at Savannah, GA   |
| 2010      | Invited Book Review "The Effective Organization: Practical Application of Complexity Theory and Organizational Design to Maximize Performance in the Face of Emerging Events." Publisher: Routledge |
| 2009-2010 | Ad-hoc Reviewer for the United States Association for Small Business and Entrepreneurship (USASBE) Conferences  |
| 2008      | Ad-hoc Reviewer for the Annual Meeting of Midwest Academy of Management at St. Louis, MO  |
| 2008      | Ad-hoc Reviewer for the Academy of HRD International Conference at Florida  |

## **YONGSEOK JANG**

---

262 Stuzin Hall  
PO Box 117168  
Gainesville, FL 32611-7168  
(352) 273-0325  
yongseok.jang@warrington.ufl.edu  
Nov 2011

### **PROFILE**

- Post-doctoral fellow, Center for Entrepreneurship and Innovation, University of Florida
- Ph.D. in Urban and Regional Planning , University of Florida
- M.A. in Political Science, University of Florida

### **EDUCATION**

**University of Florida, Gainesville, Florida**  
Post-Doctoral Bridge Program, AACSB, July 2011

**University of Florida, Gainesville, Florida**  
Ph.D. Urban and Regional Planning Aug 2009  
• Dissertation Title: Evaluating Technology Business Incubators as a Tool of Government  
Intervention: Public vs Private

**University of Florida, Gainesville, Florida**  
M.A. Political Science, April 2004

**Inha University, Incheon, Korea**  
B.A. Political Science, February 2001

### **PROFESSIONAL DEVELOPMENT**

**Longitudinal and Survival Analysis of Business Data: A Two-Day Training Using the Kauffman Firm Survey, Washington DC, Nov 2011**  
**The Experiential Classroom XI, Tulsa, Oklahoma, Sep 2010**

### **TEACHING EXPERIENCE**

- **Instructor, Technology Strategy for Entrepreneurs**
  - Graduate level, Summer 2012
  - Undergraduate level, Spring 2012
  - Graduate level, Fall 2011  
Shane, Scott. 2009, Technology Strategy for Managers and Entrepreneurs, Englewood Cliffs, NJ: Prentice Hall, ISBN-10: 0131879324  
Course pack: current case studies and targeted texts
- **Instructor, Technology Strategy for Entrepreneurs**
  - Undergraduate level, Spring 2011
  - Professional level, Spring 2011  
Shane, Scott. 2009, Technology Strategy for Managers and Entrepreneurs, Englewood Cliffs,

NJ: Prentice Hall, ISBN-10: 0131879324  
Course pack: current case studies and targeted texts

- **Instructor, Independent Study**  
Robert Rodrigues, Spring 2011
- **Instructor, High-tech Entrepreneurship**
  - Graduate level, Fall 2010  
Richard C. Dorf & Thomas H. Byers. (2004). *Technology Ventures: From Idea to Enterprise*.  
McGraw-Hill Science/Engineering/Math ISBN 978-0073380186  
Course pack: current case studies and targeted texts
- **Teaching Assistant, Dept. Water and Soil Science, University of Florida 2006**  
*GIS in Land Resource Management*

### **WORK EXPERIENCE**

- **Post-Doctoral Fellow, Center for Entrepreneurship and Innovation, University of Florida 2012**
- **Planning Assistant, Planning Department, City of Newberry 2010**
- **Research Assistant, Center for Building Better Communities, University of Florida 2007**  
*School Concurrency Analysis*  
*School District Analysis, Alachua County, FL*
- **Research Assistant, Dept. Urban and Regional Planning, University of Florida 2005-2006**  
*Bike/Ped Crash Mapping Toolkit Project*
- **Research Assistant, Dept. Political Science, Inha University 1999-2000**  
*Citizens' perception of Incheon, Korea*
- **Editorial Assistant, Center for International Study, Inha University 1994-1996**  
*Pacific Focus, Inha University, Korea*

### **PROFESSIONAL SERVICE**

- **Reviewer, 26<sup>th</sup> Annual Conference United States Association for Small Business and Entrepreneurship 2012, New Orleans, LA, Jan 12-15, 2012**
- **Reviewer, 2011 Annual Meeting, North American Case Research Association, San Antonio, TX, Oct 13-15, 2011**

### **HONORS AND AWARDS**

- **Scholarship, Entrepreneurship Experiential Classroom XI, from the US Association for Small Business and Entrepreneurship, 2010 Tulsa, Oklahoma, Sep 23-26 2010**
- **Travel Fund, North American Case Research Association (NACRA), San Antonio, TX, OCT 13-15 2011**
- **Honor student, Political Science, Inha University 2000**
- **Honor student, Political Science, Inha University 1999**

### **CONFERENCE PRESENTATIONS**

- Jang, Yongseok, "Implication of Entrepreneurship Education Program in the Context of Regional Innovation", OPEN 2012, National Collegiate Inventors and Innovators Alliance

(NCIIA), March 22-24, 2012, accepted and to be presented

- Jang, Yongseok, "Learning Outside The Classroom: The Importance of The Experience of Setting Up a Business While at University", 2012 United States Association for Small Business and Entrepreneurship (USASBE), New Orleans, LA, January 12 -15, accepted and to be presented
- Jang, Yongseok, "Expanding Entrepreneurial Enterprise: FrameMe, LLC.", North American Case Research Association (NACRA), San Antonio, TX, Oct 13-15 2011
- Jang, Yongseok, "Comparing performance of Technology Business Incubators by sponsorship: Public vs Private" Presented at the 2010 The Association of Collegiate Schools of Planning 51<sup>st</sup> Annual Conference, Minneapolis, MN, Oct 7-10, 2010
- Jang, Yongseok, "Potentials and Limitations of Technology Business incubators as a Tool of Local Economic Development", Presented at the 2009 Graduate Student Council Interdisciplinary Research Conference, Gainesville. February 12, 2009

### **CASE STUDY IN PROGRESS**

- Jang, Yongseok, "Expanding Entrepreneurial Enterprise: Fracture, LLC."

### **RESEARCH IN PROGRESS**

- Jang, Yongseok, "Accounting Systems and Innovation of Privately-held NTBFs"
- Jang, Yongseok, "Firm Creation and Growth and University Entrepreneurship Graduates"
- Jang, Yongseok, and Hyungchol Jung, "Enterprise Zones and Growth of Small Business"

### **PUBLIC PRESENTATIONS**

- Jang, Yongseok, "How Small Business Incubators Work in a Small Town Setting", presented at the Economic Development Committee, City of New Berry, FL Jan 28, 2010

### **AREAS OF INTEREST**

- High-tech Entrepreneurship
- Education of High-tech Entrepreneurship

### **SKILLS**

- Statistics: ANOVA, Non-parametric statistics, SPSS, and R
- Econometrics using STATA
- Spatial Analysis: ArcGIS, VBA for GIS application
- Languages: Native Korean, Fluent English

### **PROFESSIONAL MEMBERSHIP AND ACTIVITIES**

- Member, United States Association for Small Business and Entrepreneurship (USASBE), 2011-2012
- Member, North American Case Research Association (NACRA) 2011

- Gainesville Area Innovation Network (GAIN-net.org)
- Student volunteer at Association of Collegiate Schools of Planning Conference 2006
- American Planning Association 2004

# TED BRADY ASTLEFORD

201 SE 2<sup>ND</sup> AVE #302 • GAINESVILLE FL 32601  
352-215-3975 • TEDASTLEFORD@GMAIL.COM

## PROFESSIONAL EXPERIENCE

2004 – Present                      Center for Entrepreneurship & Innovation at UF                      Gainesville, FL  
*Director of Experiential Learning*

- Coordinate and coach student teams doing consulting for small businesses
- Recruit and motivate capable students from multiple colleges and disciplines
- Screen project ideas from local entrepreneurs, professors, and students
- Continuously develop the program to better serve the Center's vision
- Helped define the Center's vision and long-term goals

2001 – 2002                      Affordable Housing Trust Corporation                      Columbus, OH  
*Director of Finance and Operations*

- Managed over \$4 million in cash assets
- Analyzed financial contracts for all real estate transactions
- Supervised all bookkeeping and financial transactions
- Coordinated and compiled data for external audits
- Prepared corporate financial statements for Board of Directors review
- Created and tracked corporate budget
- Hired and managed office staff
- Developed and presented agenda for Board meetings

1998 – 2002                      VIP Global Gaming, Inc.                      San Jose, Costa Rica  
*Cofounder and Chief Executive Officer*

- Wrote and executed corporate business plan
- Established and supervised headquarters in Costa Rica
- Identified new markets, products and services
- Generated 75% of customer base
- Hired and managed international office staff
- Successfully sold business as outlined in original plan

1997 – 2002                      Ascendance Investing, LLC                      Chicago, IL  
*Cofounder and Managing Director*

- Established company to raise capital for gaming venture
- Managed research and information resources
- Created primary subsidiary, VIP Global Gaming, Inc.

## EDUCATION

University of Florida, Warrington College of Business Administration                      Gainesville, FL  
*Master of Business Administration, May 2004*  
Concentrations: Competitive Strategy, Finance

University of Florida, Warrington College of Business Administration                      Gainesville, FL  
*Bachelor of Science in Business Administration, May 1997*  
Major: Finance

## OTHER NOTABLES

Startup Hour – Co-founder  
Gainesville Area Innovation Network -- Board Member  
The Entrepreneurship Club -- Faculty Advisor

Mr **JAMIE JONATHAN KRAFT**  
Residence: 4108 NW 33<sup>rd</sup> Place, Gainesville, Florida 32601  
Mobile: (352) 514-0030 • E-mail: jjkraft2@yahoo.com

EDUCATION

- French Language** Alliance Française (Paris, France), January 2001– January 2002
- M.B.A.** University of Florida (Gainesville, Florida, USA), graduated May 1998
- ♦ Specialized in finance, business strategy, and operations management
  - ♦ Received Matherly Scholar Award for academic excellence and leadership
  - ♦ Completed strategy course at the Helsinki School of Business (Finland)
- B.S. in Microbiology** University of Arizona (Tucson, Arizona, USA), graduated December 1994

PROFESSIONAL EXPERIENCE

2003 **UNIVERSITY OF FLORIDA CENTER FOR ENTREPRENEURSHIP AND INNOVATION (CEI)**  
To-date (Gainesville, Florida, USA)

Executive Director (also held positions of: Managing Director, Director of Degree Programs; Director of Operations)

Currently serving as head of all planning and operational activities within the Center

- ♦ Direct the strategic planning process including plan development and outcome assessment
- ♦ Oversee all aspects of academic programming including graduate degrees
- ♦ Maintain control of all operational details including budgetary oversight
- ♦ Directly manage a number of the Center's activities and courses including the Entrepreneurship Case Lecture Series and the Global Entrepreneurship Study Program
- ♦ Served as Program Advisor for the UF Entrepreneurs Club and the CEI Ambassadors (selected as the WCBA Student Organization Advisor of the Year in 2011 and 2012)
- ♦ Consult to the UF Innovation Academy and the UF Innovators Dorm efforts
- ♦ Helped to launch a successful cross-campus collaborative activity, JumpstART

Managed assurance of learning process for CEI graduate programs during AACSB 5-year maintenance review of the Warrington College of Business Administration

- ♦ Outlined learning goals and objectives at the programmatic level for the Thomas S. Johnson MS-Entrepreneurship Program and defined course-embedded assessment measures
- ♦ Developed detailed rubrics and established threshold levels for performance evaluation

Served as the instructor for an interdisciplinary business plan development course focusing on technology commercialization delivered to top undergraduate students at the University of Florida

- ♦ Developed and delivered all lecture material as well as managed course content and structure
- ♦ Received course evaluations of 4.8, 5.0, 5.0, 4.7, 4.9 and 4.8 for 5 years respectively (out of 5.0 – the College average each year was 4.2)

Established the Buchholz Initiative, a mentoring program partnering with a local high school magnet Academy of Entrepreneurship

- ♦ Program mentors high school students in the development of business plans in preparation for state-wide DECA competitions as well as the Center's annual Business Plan Competition
- ♦ Received Exemplary College-Career Tech Prep Partner Award for 2006 and delivered the keynote address to graduating students at the Academy's 2006 Senior's Dinner

Delivered academic and programmatic presentations to national peer-group organizations

- ♦ "Entrepreneurship Master's Program", 2007 NCIIA Annual Conference, Building In, Building Out Building Regional Networks and Economies
- ♦ "Specialized Entrepreneurship Programs: A Unique Model for Innovative Entrepreneurship Education", 2007 AACSB Graduate Programs, Undergraduate Programs, and Emerging Curricula Conferences
- ♦ "Creating a Masters Program in Entrepreneurship", 2007 Global Consortium of Entrepreneurship Centers Annual Conference
- ♦ "Assurance of Learning: Accountability and Continuous Improvement in Entrepreneurship Education", 2008 Global Consortium of Entrepreneurship Centers Annual Conference

- 2003 **THE STATE OF FLORIDA/ BOARD OF GOVERNORS (Tallahassee, Florida, USA)**  
External Consultant (November 2003 – December 2003)  
 Provided pro-bono consulting assistance to the State of Florida's University Board of Governors.
- ♦ Reviewed and evaluated strategic plans for the 11 public universities in the State of Florida
  - ♦ Presented findings to the State's Strategic Planning & Educational Policy Committee
- 2002 **REDSEACO (Gainesville, Florida, USA)**  
External Consultant (December 2002 – February 2003)  
 Provided sub-contracted consulting assistance to mid-sized software company supplying intelligent and distributed solutions to developers and manufacturers of engineered products.
- ♦ Identified balanced-scorecard performance metrics targeting various organizational levels
  - ♦ Conducted ROI analyses of client relationships on an historical and projected basis
- 2002 **UF CENTER FOR ENTREPRENEURSHIP AND INNOVATION (Gainesville, Florida, USA)**  
External Consultant (July 2002 – April 2003)  
 Provided pro-bono consulting assistance to the commercialization process for a neonatal brain-function monitoring device.
- ♦ Evaluated market potential through competitive intelligence and industry analysis
- Managed team performing legal, business, and strategic due diligence for an investor acquisition.
- ♦ Evaluated historical financial performance of the business
  - ♦ Developed pro forma income statements and balance sheets to be used in valuation analysis
  - ♦ Performed economic performance evaluation using return-on-invested-capital techniques
- 1997 to 2000 **DELOITTE CONSULTING (Atlanta, Georgia, USA)**  
Senior Consultant (September 1999 – November 2000)  
 Assisted in developing chemical industry thought-leadership point-of-view document.
- ♦ Interviewed firm experts as well as industry analysts in order to develop a vision of the future of the chemical industry
  - ♦ Performed analysis on the chemical industry to identify directional shifts in the market
- Directed competitive positioning assessment of orphan products for a global petrochemical company.
- ♦ Interviewed client to gain understanding of the historical decision making as well as current and future manufacturing capabilities
  - ♦ Performed competitive intelligence using competitor interviews, competitor publications, analyst reports, and industry papers in order to identify the state of the market
  - ♦ Constructed financial analysis of main competitor to justify rationality of market moves
- Assisted in developing E-Enabled Shared-Services thought-leadership point-of-view document.
- ♦ Researched databases of shared-services engagement documents in order to update methodology "road-map" to accurately reflect expected project deliverables
- Managed post-merger warehouse consolidation activities for a large midwestern window distributor.
- ♦ Developed and managed engagement work plan in order to monitor and track activities including inventory movement, product disposition, and call center transition
  - ♦ Contributed to high-level warehouse layout using AutoCAD LT design software
- Performed distribution assessment for mid-sized southeastern pharmaceutical company.
- ♦ Interviewed client executives in order to evaluate overall business strategies and their impact on the future of the distribution center's operations
  - ♦ Developed customer survey to determine the requirements of the customers, primarily drugstores and distributors, and the expected impact on the distribution center
  - ♦ Identified current industry trends and their expected impact on the distribution center using desk research as well as interviews with internal and external industry analysts



Developed and delivered a two-day internal training course for Deloitte strategy practitioners.

- ◆ Covered such topics as economic performance evaluation, cash-flow-return-on-investment (CFROI) calculations, discount rate derivation, and business valuation

Conducted process assessment for a large southeastern brick manufacturer.

- ◆ Performed client interviews, site assessments, and data analysis to identify re-engineering opportunities in preparation for an Oracle enterprise transformation project
- ◆ Scope of assessment included order management, production scheduling, procurement, production operations, and warehouse management

**Consultant** (July 1998 – August 1999)

Directed the economic performance evaluation effort for a mid-sized southeastern textile company.

- ◆ Constructed balance sheets and income statements for the client at the following levels: strategic business unit, market area, and product area
- ◆ Performed CFROI analysis using financial data in order to identify the business units where value was being maximized as well as diminished

Re-engineered the HR processes for the consulting division of a large southeastern software developer.

- ◆ Redefined and streamlined the employee performance appraisal process, including validating an employee expectations framework with senior management

Performed strategic assessment for a southwestern manufacturer of power generation equipment.

- ◆ Evaluated the financial reports of twenty-five distribution branches and gathered relevant data from the client in an effort to identify profitability factors

Contributed to development of pricing strategy for a southeastern printer.

- ◆ Compiled and analyzed competitor pricing data and target account information

Assisted in developing “Global Consumer Business Trends and Issues” thought-leadership document.

- ◆ Researched existing as well as future trends in the consumer business industry using various sources including desk research and analyst interviews
- ◆ Analyzed data and selected relevant findings to be used in developing meaningful ideas about the direction of consumer business worldwide

Contributed to development of internal “Southeast Manufacturing Practice Action Plan.”

- ◆ Gathered data for “as-is” assessment and aided in the development of “to-be” vision regarding local office practitioner roles and responsibilities, operating practices, and infrastructure requirements

Created and developed internal “Global Manufacturing Practice Overview” document.

- ◆ Conducted research, compiled data, and designed presentation summarizing relevant information to be used for educational and recruiting purposes

**Summer Associate** (May 1997 – August 1997)

Managed data for planning phase of an SAP implementation for a global life sciences corporation.

- ◆ Compiled database of business requirements and developed a commonality framework to manage these requirements on a global basis

1995 **UNIVERSITY OF FLORIDA** (Gainesville, Florida, USA)

to **Graduate Teaching Assistant** (August 1997-May 1998)

1998 Managed logistics and administrative issues for a management course that included 1,500 students.

- ◆ Provided student services including office hours and review sessions
- ◆ Wrote the exam questions and managed the grade-tracking process

**Biochemistry Research Assistant** (May 1995 – August 1996)

Performed research duties for a non-profit laboratory serving academic institutions in the Southeast.

- ◆ Constructed protein chemistry peptide “library” to be used as research tool by clients

PUBLICATIONS

Sheng, S., Kraft, J.J., and Schuster, S.M., "A Specific Quantitative Colorimetric Assay for L-Asparagine", *Analytical Biochemistry*, 1993, (211), 242-249