

Blake D. Petty
Executive Director

GCEC Award Nomination Package

Cover Page

- Texas A&M University
- McFerrin Center for Entrepreneurship
- NASDAQ Entrepreneurial Excellence Award
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Overview

Texas A&M was founded in 1876 as Texas' first public institution and thus began a time-honored tradition of educating the agricultural and engineering leaders of our state. Texas A&M now boasts more than 130 undergraduate degree programs, 268 master's degree programs, 90 doctoral degree programs and is ranked as a Top 20 Tier One research institute in the nation. As a university steeped in tradition, it may seem counter-intuitive that Texas A&M would have a flourishing entrepreneurial community. However, woven into the cultural fabric of Texas A&M is an intentional focus on nurturing our naturally-innovative students and alumni. Texas A&M's entrepreneurial ecosystem has grown through top-down support provided by university leadership and bottom-up initiatives from both current and Former students seeking exposure to entrepreneurial experiences. Texas A&M administrators and college deans are aware of the importance and impact of supporting entrepreneurial education and our students seek out opportunities to develop entrepreneurial skills and mindsets while on campus. With the addition of campus-wide efforts for multi-disciplinary collaboration and coordination, Texas A&M boasts a flourishing entrepreneurial ecosystem that is rapidly expanding. This is particularly notable for a campus that boasts a student population of almost 70,000 and a geographic area of 5,200 acres.

The McFerrin Center for Entrepreneurship is at the core of this flourishing ecosystem. Founded in 1999 and housed in the Mays Business School, the McFerrin Center serves as the campus-wide hub for entrepreneurship for Texas A&M. A tenet of the McFerrin Center's mission is to serve all students at the University regardless of major or academic classification. We are insistent that anyone can be an entrepreneur, and we firmly believe that successful entrepreneurs are developed through cross-disciplinary collaboration. The McFerrin Center has developed multiple seamless partnerships with Texas A&M academic entities such as the Colleges of Engineering, Architecture, Health Science Center, and Liberal Arts. In addition, the McFerrin Center has long-standing relationships with the Texas A&M Divisions of Research, Federal Relations, University Libraries, and Student Affairs, as well as the Texas A&M System Technology Commercialization Office, the Association of Former Students, Texas A&M Engineering Experiment Station, and the Texas A&M Engineering Extension Service. The McFerrin Center extends its entrepreneurial leadership off-campus as well and has established itself as the central point of contact for alumni who are actively pursuing their own entrepreneurial endeavors and/or want to support and mentor current students. The Center also works with important external entrepreneurial support partners such as the Brazos Valley Economic Development Corporation (formerly the Research Valley Partnership), Aggie Angel Network, Brazos Valley Small Business Development Center, and the local Chamber of Commerce, among others.

In recent years, the McFerrin Center has consistently ranked among the top 30 institutions for both undergraduate and graduate entrepreneurship programs by Princeton Review and has previously received awards from the GCEC (2017 - Outstanding Contributions to Venture Creation & Outstanding Student Engagement and Leadership; 2020 – Exceptional Contributions in Entrepreneurship Research), among other recognitions. Strong partnerships and the vast reach of its programs played a key role in the Center securing a \$10M gift from the McFerrin Family in late 2017. The Center was renamed in honor of the late Artie McFerrin, an accomplished entrepreneur and longtime supporter of both academic and athletic programs at TAMU. With this generous support, the McFerrin Center has been able to realize significant growth in both its program and staff, which continues today. Additional funding has also been secured for specific programs and the McFerrin Center continues to actively pursue individual donors, grants, and other sources of financial support in order to engage, inspire, and educate more entrepreneurs at Texas A&M.

Entrepreneurial Programming & Experiences

To establish the breadth of its reach on campus, the McFerrin Center manages Texas A&M's participation in the national Blackstone Launchpad network. Since 2016, the Blackstone Launchpad (BLP) has amplified the McFerrin Center's ability to engage students of all backgrounds and helped grow the university's entrepreneurial ecosystem. A particularly unique aspect is the McFerrin's Center's presence at Fish Camp, a University-recognized welcome retreat attended by 7,000 incoming freshmen of all majors. Each summer, representatives from the McFerrin Center welcome and introduce entrepreneurship opportunities to all Fish Camp attendees. This initiative alone reaches 75% of incoming freshman ***before they ever step foot on campus***. The BLP then serves to further connect students once they are on campus with a multitude of other McFerrin Center programs and services including mentorship, workshops, online courses, and specialized digital tools to help with the launch and scale of a startup. Each year, select student entrepreneurs participating in McFerrin's programs are also invited to participate in national competitions, accelerator programs, and fellowships organized by BLP and TechStars.

Currently, McFerrin has a monthly student newsletter audience that engages over 14,000 individuals across 13 Colleges and offers a variety of extracurricular programming that is designed to provide experiential education and opportunities tailored to wherever a student may be in their entrepreneurial career. A specific example of this programming is our signature workshop series called McFerrin Methods. Held each semester, these workshops are open to all University students but also faculty, staff and the local Bryan/College Station community. McFerrin Methods are centered on a topical discussion related to entrepreneurship and feature a keynote speaker who is an expert in their field. Past McFerrin Methods have covered topics such as managing conflict, creativity and design in business, and investment roles in startups. In the 2020-21 academic year, the McFerrin Center held a total of 16 in-person and virtual workshops, which attracted over 1,100 attendees including faculty, staff, alumni, and students from 10 different Colleges.

As another example of its unique offerings, McFerrin Center Global Programs seek to provide students with high impact entrepreneurial experiences in multiple countries such as Belgium, Chile, Cuba, Croatia and South Africa. Unlike other study abroad courses, our programs provide significant international entrepreneurial experiences by exposing students to actual businesses and startups from other countries. Our students are required to assist the foreign companies with solving business-related problems, which range from feasibility of business ideas to developing marketing plans. As with all McFerrin Center opportunities, our Global Programs are available for all students at Texas A&M including undergraduate and graduate students. While COVID forced the cancellation of many study abroad programs in 2020-2021, the McFerrin Center continued to engage students through virtual international experiences that explored entrepreneurship and was able to take 17 students from across the Texas A&M campus to study abroad in Spain for summer 2021. Since March 2021, over 30 students from 4 different colleges have also applied for the new Victoria Walker Memorial Scholarship, established in honor of a late student that passionately supported and engaged students in McFerrin Center study abroad programs.

In addition, the McFerrin Center offers a variety of other entrepreneurial experiences and competitions, which include:

- **Startup FastPass** – 72-hour boot-camp guiding student teams through business validation and launch during one weekend. Due to the COVID-19 pandemic, this program pivoted to a virtual format but still engaged over 40 students in the fall 2020 and spring 2021 semesters. FastPass is open to all currently enrolled students at Texas A&M and we have plans to expand the program to include other Texas A&M System schools in the 2021-22 academic year.
- **Entrepreneurial Experiences Fund** – application-based funding for students who need financial assistance for attending any conference, meetup, workshop, training program, or networking

opportunity related to entrepreneurship. Unique from other “seed fund” initiatives, EEF funding is not meant to grow student ventures, but is meant to grow our student founders. To date, 72 students have applied for funding through EEF, representing 22 unique majors across 9 colleges at Texas A&M. Almost \$18,500 in funding has been awarded to these young entrepreneurs, who applied the funds to gain access to experiences ranging from online training courses to entrepreneurial conferences and industry trade shows.

- Aggie PITCH – business plan competition open to currently enrolled students and recent Former Students (new in 2021) at any Texas A&M System school. Launched in 2018, Aggie PITCH is designed to allow students (and now recent grads) an opportunity to showcase their business, receive training to learn how to effectively deliver their concept, and also gain eligibility to compete in other business plan pitch competitions in the region, state, and nationally. From over 200 unique applications received in both 2020 and 2021, 30 teams/individuals were selected as finalists for the 2021 event and competed in early-June for a prize pool of \$35,000. These teams were comprised of both undergraduate and graduate students as well as recent graduates that represented at least 7 different TAMU colleges, including the Colleges of Engineering, Medicine, and Business, as well as the College of Science and Engineering at our branch campus in Corpus Christi. Recent graduates also travelled back to campus from as far away as New York City and Washington D.C. to participate in this year’s competition.
- Raymond Ideas Challenge – cash competition evaluating new product/service ideas from any TAMU student. Each year, over 100 Aggie students apply for the opportunity to pitch their big idea. The 16th annual donor-sponsored event will be held in November 2021 and is open to all currently enrolled students.
- Texas High School Ideas Challenge – idea competition open to all current high school students in Texas. Launched in Spring 2021 and modeled after the Raymond Ideas Challenge, over 130 students submitted an application to pitch their product/service idea. These students represented 41 different high schools across Texas, with the top 30 finalists competing for \$14,500 in donor-sponsored cash prizes.

Supporting all of these and other programs is a robust Mentor Network that now engages over 220 mentors from a variety of fields and professional backgrounds. These volunteer mentors directly engage with students across the various programs to serve as subject matter experts and advisors, through 1:1 mentoring and group advising sessions. Mentors also serve as screeners and judges for McFerrin Center competitions, providing valuable feedback and guidance to both applicants and finalists on their business concepts. In addition to its Mentor Network, the McFerrin Center houses Startup Aggieland, an approximately 4,500 sq. ft. on-campus business incubation space. Startup Aggieland is home to the many different programs and events offered by the McFerrin Center and serves as a collaborative experiential education center that inspires, assists, houses and accelerates entrepreneurial student teams exploring their business ideas. Home to an active, diverse, and engaged community of Aggie entrepreneurs, Startup Aggieland provides a gateway for students to connect with each other and gain access to more advanced resources, once they have a validated business venture and are either ready to launch their startup or already have a revenue-earning business.

While there is no shortage of ways for students to get involved with the McFerrin Center, our programming also targets more than just student entrepreneurs on the Texas A&M campus. In 2005, the McFerrin Center established its first non-student program, Aggie 100™ - a first-of-its-kind celebration that honors the 100 fastest-growing alumni-owned businesses throughout the world. Each year, the McFerrin Center invites these successful alumni entrepreneurs back to campus to engage current student entrepreneurs during an evening of celebration and comradery. Aggie 100™ alumni represent over 700 individual alumni-owned businesses from 17 unique Colleges across Texas A&M, further illustrating our Center’s reach and impact amongst a multitude of disciplines. Additionally, more than 100 currently-enrolled student entrepreneurs are selected by McFerrin Center each year to

attend the annual Aggie 100™ awards ceremony and dinner, giving them the opportunity to connect with more than 800 entrepreneurial business leaders in attendance annually. At least 13 other Universities across the nation have since established their own version of Aggie 100™ (including Louisiana State University, University of Florida, University of Houston, and Arizona State University).

In addition to Aggie 100™, Texas A&M and the McFerrin Center are founding members of the Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) Consortium. Offered at Texas A&M since 2008, EBV has provided cutting-edge, experiential training in entrepreneurship and small business management to more than 290 soldiers, sailors, airmen and marines interested in pursuing (or expanding) their entrepreneurial dreams. The McFerrin Center has also served as a catalyst for the nationwide expansion of the EBV Program and has aided in facilitating growth of the EBV Consortium to include nine other world-class institutions who serve as hosts for EBV on their respective campuses. Texas A&M EBV uniquely connects its participants with veteran services and organizations already in-place on campus, including the Texas A&M Corps of Cadets, the largest, oldest and most visible student organization on campus that also represents one of the largest uniformed bodies of students in the nation. EBV participants also receive a behind-the-scenes tour of George H. W. Bush's Presidential Library, followed by a commencement dinner and graduation ceremony held in the Library's Presidential Dining Room. In addition, the McFerrin Center has an extensive entrepreneurial network of over 1,600 successful entrepreneurs and mentors that is leveraged for the benefit of EBV participants. To date, the McFerrin Center has successfully secured over \$3M in financial support for this program, including a \$2M endowment from corporate partner, Reynolds & Reynolds, and grant funding from the Houston Livestock Show and Rodeo and the Cockrell Foundation.

In Fall 2020, the McFerrin Center launched new efforts to better serve Former and non-student entrepreneurs by creating its newest division, RevVentures. For the first time in McFerrin Center history, RevVentures provides an intentional and dedicated focus on continued support for student entrepreneurs post-graduation. It also seeks to actively engage the thousands of Texas A&M Former Students that become entrepreneurs later in life and are looking for connections, resources, and support to grow their own businesses. While new in this mission, Rev Ventures already manages key existing programs for the McFerrin Center, including the Aggie Angel Network (a network of 40+ accredited investors), Aggies in Business (a student-led consulting organization), and Aggie Vistage (the first university-affiliated chapter of Vistage, a global peer advisory and leadership development organization). In addition to these programs, RevVentures is actively performing outreach to Former Student entrepreneurs and successfully piloted two virtual short-courses in the Spring of 2021 (see Appendix for Fast Start participant email).

Education

In addition to its experiential programs, the McFerrin Center supports a broad range of academic programs, including a university-level minor in entrepreneurship, an undergraduate track in entrepreneurship within the Mays Business School, a Master of Science Degree in Entrepreneurial Leadership (MS-ENLD), and a Doctor of Philosophy Degree in Strategic Entrepreneurship.

Though launched less than one year ago, the MS-ENLD 18-month program is now ranked #25 by *Best College Reviews* in their list of best master's degrees in entrepreneurship for 2021. We are proudly committed to ensuring diversity in our admissions. Our incoming class of master's students for the Fall of 2021 is more than 50% under-represented minority students, coming from a wide range of work and educational backgrounds.

The McFerrin Center continues to develop innovative curricula in entrepreneurship, with the upcoming addition on an online Graduate Entrepreneurship Certificate. This program will provide students with core knowledge in developing and launching new ventures, creativity and innovation processes, and the commercialization of new technologies. Inspired by the significant need for online education delivery during the COVID pandemic, this program will expand the reach of the McFerrin

Center in supporting the education of founders and entrepreneurial employees across a wider geographic range and a more diverse population of students.

Additionally, multiple McFerrin Center staff serve in instructor roles for other entrepreneurial courses and programs at TAMU. This includes an Integrated Business Experience (IBE) course exclusively offered to students in the MS Business program at Mays. In IBE, students go from ideation to a fully operational business. They effectively learn business by doing business and conduct actual sales of a retail product through a Texas-based non-profit corporation, donating both service hours and their sales proceeds to charity. The IBE course also uniquely garners support from multiple community partners, such as the local chamber of commerce, economic development corporation and small business development center, as well as Aggieland Credit Union (which currently provides up to \$20K in seed funding to teams each year) and the United Way of the Brazos Valley.

Research

The McFerrin Center for Entrepreneurship seeks to support and advance world-class research in the field of Strategic Entrepreneurship and has made a significant impact in entrepreneurship research through a wide variety of initiatives and achievements. As a result of the foundational work of Dr. Duane Ireland, Dr. Michael Hitt, and other scholars at Texas A&M University, The McFerrin Center for Entrepreneurship at the Mays Business School holds a leadership position in establishing and advancing this important field of study within entrepreneurship. Entrepreneurial research activities for the McFerrin Center for Entrepreneurship are organized and led by Dr. Michael Howard, who serves as Academic Director for the McFerrin Center and Associate Professor in the Management Department at the Mays Business School. Dr. Howard's leadership role in the McFerrin Center creates an important connection between the entrepreneurial research scholars at Texas A&M and the many current and former student entrepreneurs participating in the more than 30 programs offered by the McFerrin Center.

Our faculty and doctoral students have published over 20 entrepreneurship articles in the last five years in highly respected academic journals, including the *Strategic Entrepreneurship Journal*, *Journal of Business Venturing*, *Entrepreneurship Theory and Practice*, *The Academy of Management Journal*, and *Small Business Economics* (as shown in the Appendix). We promote ongoing engagement with the research community by sponsoring paper submissions in leading entrepreneurship and management conferences such as the *Babson College Entrepreneurship Research Conference* and funding the annual *McFerrin Center Ph.D. Student Strategic Entrepreneurship* (representative abstracts provided in Appendix). In addition, our scholars have supported entrepreneurship research by serving as editors, working as reviewers or through membership on editorial boards in the topic area of entrepreneurship in outlets including the *Academy of Management Journal*, *Strategic Management Journal*, *Strategic Entrepreneurship Journal*, and the *Journal of Business Venturing*. They have also been recognized for their achievement in the academic community through research awards including the Schulze Publication Award from the Entrepreneur & Innovation Exchange and the FGF Norbert Szyperski Technology and Innovation Management Award from the Szyperski Foundation.

The McFerrin Center is also active in promoting applied research in entrepreneurship. Our MS-ENLD students are gaining both knowledge and recognition through their applied research in entrepreneurial business case development. This summer, a team of students engaged with entrepreneurs to write case studies of the effects of the COVID pandemic on small businesses, while another team was invited to present their social entrepreneurship case at the Annual Conference of the *North American Case Research Association*. In recognition of its growing contribution to academic research, the McFerrin Center received the 2020 GCEC award for Exceptional Contributions in Entrepreneurship Research.

Appendix Materials

[McFerrin Center General Promotion Video](#)

[McFerrin Center Box Party Promotion Video](#)

[McFerrin Madness Promotion Video](#)

[2021 Virtual Aggie 100 Awards Celebration](#)

[Integrated Business Experience Company Activities](#)



Texas A&M Business and Architecture student entrepreneurs attended the 2019 Blackstone Launchpad Propel event in New York City. They had the opportunity to network with high profile mentors and investors brought in from the Blackstone LaunchPad charitable foundation and engaged with student entrepreneurs from a variety of different universities across the nation. In 2020 and 2021, 5 additional Texas A&M teams have been selected to participate in a TechStars virtual accelerator cohort and fellowship programs.



Marci Corry launched her company, SAFE 2 SAVE out of Startup Aggieland. In just 2 years her app to end distracted driving has over 130,000 users and has partnered with business in metroplexes across Texas. SAFE2 SAVE positively rewards drivers who do not use their phone, decreasing the dangers of distracted driving. Here, Marci is giving a pitch to investors in the Aggie Angel Network, a strategic partner of the McFerrin Center.



Alfredo Costilla-Reyes '19 is a recent PhD graduate from the College of Engineering's Department of Computer Engineering. He received an award from the Entrepreneurial Experiences Fund to cover expenses related to attendance at the 2019 Silicon Valley Bank Trek. Alfredo has launched multiple startups during his time at Texas A&M, with his newest startup being selected to compete in the 2021 Rice Business Plan Competition.



Maria Pope '19 is a senior Management major who was awarded an Entrepreneurial Experiences Fund. Maria used her award to complete an online certificate in business management. "I learned how to scale a sustainable business and what it looks like to manage multiple stakeholders. This knowledge will be extremely valuable for me when start/grow and organization to be able to maintain the values as the organization grows."



The McFerrin Center hosts over 30 programs annually, including an "entrepreneurship open house" at the beginning of each semester. These open houses provide all Texas A&M students with information on how to become involved in the entrepreneurial ecosystem at Texas A&M. Pictured is a student at the Fall 2019 open house adding his innovation to the event's "Idea Wall". The 2021 event will be hosted in-person on Monday September 6.



Dean of the College of Architecture Dr. Jorge Vanegas, and Former Dean of Mays Business School, Dr. Eli Jones, attend the annual Aggie 100 awards dinner and ceremony and present Aggie 100 honorees with their awards. Now in its 17th year, Aggie 100 has recognized over 700 unique honorees who received their degrees from 17 unique Colleges across Texas A&M. The College of Architecture and Mays Business School are key partners in the McFerrin Center's cross-discipline mission.



The annual Aggie 100 awards dinner and reception hosts over 800 entrepreneurial leaders and gives 100 current students of all disciplines the opportunity to expand their personal networks and gain valuable advice from successful entrepreneurs.

Texas A&M is consistently ranked by the Princeton Review as a top school for entrepreneurship for both graduate and undergraduate students. The McFerrin Center serves as the hub for entrepreneurship at Texas A&M and provides students of all majors and classifications with the tools, skills, connections, and experiences necessary for their growth and development as entrepreneurs.

TEXAS A&M UNIVERSITY
JUST RANKED
2019 Top 25 Schools for Entrepreneurship

#22
Top Undergrad. Schools for Entrepreneurship

75 companies founded
\$20 million raised by students

#22
Top Graduate Schools for Entrepreneurship

tamumcferrin
tamumcferrin Whoop! Princeton Review just released its 2019 rankings for the top 25 schools for #entrepreneurs. Texas A&M ranked #22 for both undergraduate and graduate students. . . #entrepreneurship #startup #aggie #TAMU #collegelife #gigem #princetonreview @tamu @maysbusiness
34w
noahmajor_thenono 🙌🙌🙌
34w 1 like Reply
jeffbraun Awesome news.
Liked by revealmodern and 62 others
NOVEMBER 13, 2018
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Students who attended our Winter 2020 Chile Study Abroad had the opportunity to explore the culture and landscape of Chile while also working with local entrepreneurs and business owners to develop their skills in business management and international business relations.



McFerrin Methods is a signature program hosted by Blackstone Launchpad at Texas A&M. McFerrin Methods are open to all Texas A&M students, faculty, and staff as well as members of the local Bryan/College Station community. Topics range from crypto currency to leveraging crowd-sourcing to fund your venture and feature successful entrepreneurs and subject matter experts.



Each semester, Startup Aggieland brings in guest speakers for free workshops that are open to all Texas A&M students, faculty, and staff. Pictured below is one such workshop held in Spring 2020 featuring Codie Wright, Assistant Director of the Weston AgriFood Sales Program at Texas A&M. Codie regularly works with industry executives, entrepreneurs, and students on professionalism, career planning and development, and emotional intelligence training.



Each year Blackstone Launchpad attends all 7 sessions of "Fish Camp", a University recognized welcome retreat that 75% of incoming freshmen students attend. Representatives from McFerrin Center welcome and introduce entrepreneurship opportunities to all Fish Camp attendees. By providing resources and introductions on how students can experience entrepreneurship at Texas A&M, the Blackstone Launchpad program reaches 7,000 students before they ever step foot on campus.



The McFerrin Center not only engages with students of all disciplines but also all classifications. Pictured is Logan DuBose, a current student finalist in the 2021 Aggie PITCH Competition. Logan is an MD/MBA student interested in pursuing a career in biomedical technology. His startup, Olera Inc, provides a digital solution to elderly care. Here, Logan pitches his startup during the annual Aggie PITCH competition at Texas A&M where he later took 3rd place and a cash award of \$3,500.



The McFerrin Center believes quality mentorship is an integral part of growing as an entrepreneur. Currently, we have an actively engaged Mentor Network of over 220 professionals who serve as judges, competition screeners, guest speakers, subject matter experts, and mentors. Not all of our mentors own their own business but they're all passionate about serving student entrepreneurs and helping them develop as leaders. Our mentors come from a variety of fields and backgrounds ranging from Oil and Gas to Consumer Products.



PREPARING FOR YOUR SHORT COURSE



We are so excited that you have chosen to invest in your entrepreneurial goals by registering for the first-ever Rev Ventures virtual short course, Fast Start to Buying Your Own Business featuring Ben Keating '94. Below you'll find a few things to help you succeed over the next few weeks.

A FEW THINGS TO REMEMBER

While you received all of this info in the email confirming your registration, we want to remind you of a few important details:

- Fast Start to Buying Your Own Business will run from January 25 - February 4.
- This short course is completely online and uses self-paced content to better accommodate your life as an entrepreneur.
- Mark your calendar now for the live events on January 25 and February 4 from 5:30-7 pm.
- Be sure to add McFerrin@mays.tamu.edu to your contact list so that our e-mails don't end up in your spam folder.
- Keep in mind that the short course virtual guides, videos, and resources should be completed in order. Don't forget to allocate time to complete these items!

VIDEO MESSAGE SNEAK PEEK



NEED HELP?

If you have questions about Fast Start to Buying Your Own Business or need help then contact us via e-mail and we will get back to you shortly.

[CONTACT US](#)

The Basics of Buying a Business

We hope you're excited about joining us on this virtual journey in just a few short weeks and the opportunity to learn directly from successful Aggie entrepreneur and business owner, Ben Keating '94. To give you a sneak peek into the wisdom he will be sharing with you during the course, we wanted to share some early thoughts from Ben on the important skills an entrepreneur should possess and the role each has played in his own success.

Videos like this containing advice from Ben Keating '94 will be used throughout the short course. It's important to stay up to date with each video, as similar to the virtual modules, his videos build on one another.

[VIEW VIDEO #1](#) | [VIEW VIDEO #2](#)



GET TO KNOW

BEN KEATING '94

Ben talks management style, how to hire, and more in this interview with Digital Dealer

[READ MORE](#)

WHAT DO YOU WANT TO LEARN?

To maximize what you take away from this short course, we want to know what is on your mind and what questions you have when it comes to buying a business or entrepreneurship in general! Use the button below to submit your questions and we'll work with Ben to bring you answers during both of the live sessions and throughout this virtual experience.

[SUBMIT YOUR QUESTIONS HERE](#)

"We are what we think, therefore think excellence."

ARTIE MCFERRIN '65



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Entrepreneurship and Innovation Research Recently Published or Accepted for Publication

Citation (A&M Management Faculty and Students)	Description
Kreiser, P.M., Kuratko, D.F., Covin, J.G., Ireland, R.D. and Hornsby, J.S. 2021. Corporate Entrepreneurship Strategy: Extending our Knowledge Boundaries through Configuration Theory. <i>Small Business Economics</i> , 56(2), pp. 739-758.	Empirical study examining the favorable configurations that enable successful corporate entrepreneurship strategy and financial performance
Hitt, M.A. , Sirmon, D.G., Li, Y., Ghobadian, A., Arregle, J.L. and Xu, K. 2021. Institutions, Industries and Entrepreneurial Versus Advantage-Based Strategies: How Complex, Nested Environments Affect Strategic Choice. <i>Journal of Management and Governance</i> , 25(1), pp.147-188.	International empirical study of the effect of institutional and industrial conditions on entrepreneurial and advantage-based strategies
Pati, R., Ghobadian, A., Nandakumar, M.K., Hitt, M.A. and Zahra, S.A. 2021. Entrepreneurial Behavior and Firm Performance: The Mediating Role of Business Model Novelty. <i>R&D Management</i> , in press.	Empirical study of the effects of business model novelty in mediating the link between entrepreneurial behavior and venture performance
Howard, M. , Kolb, J. and Sy, V. , 2021. Entrepreneurial Identity and Strategic Disclosure: Founder CEOs and New Venture Media Strategy. <i>Strategic Entrepreneurship Journal</i> , 15(1), pp.3-27.	Empirical study of the impact of founder CEOs on venture media strategy and IPO
Ahlstrom, D., Arregle, J., Hitt, M.A. , Qian, G., Ma, X. and Faems, D. 2020. Managing Technological, Sociopolitical, and Institutional Change in the New Normal. <i>Journal of Management Studies</i> , 57(3), pp. 411-437.	Conceptual article examining the role of macroeconomic and technological change on strategic management
Webb, J.W., Khoury, T.A. and Hitt, M.A. , 2020. The Influence of Formal and Informal Institutional Voids on Entrepreneurship. <i>Entrepreneurship Theory and Practice</i> , 44(3), p.504-526.	Theory paper examining the role of institutional voids on forms and objectives of entrepreneurial activity
Lee, J.M., Yoon, D. and Boivie, S. , 2020. Founder CEO Succession: The Role of CEO Organizational Identification. <i>Academy of Management Journal</i> . 63(1), pp.224-245.	Empirical study of CEO organizational identification and its impact on succession decisions
Murnieks, C.Y., Klotz, A.C. , & Shepherd, D.A. 2020. Entrepreneurial motivation: A review of the literature and agenda for future research. <i>Journal of Organizational Behavior</i> , 41(2), 115-143.	Review paper of the entrepreneurial motivation literature.
Boeker, W., Howard, M. , Basu, S. and Sahaym, A. 2019. Interpersonal Relationships, Digital Technologies, and Innovation in Entrepreneurial Ventures. <i>Journal of Business Research</i> , 125, pp. 495-507.	Empirical study of the role of digital technologies in enabling knowledge spillovers to new ventures

Citation (A&M Management Faculty and Students)	Description
Boeker, W., Howard, M. , Basu, S. and Sahaym, A. 2019. Interpersonal Relationships, Digital Technologies, and Innovation in Entrepreneurial Ventures. <i>Journal of Business Research</i> , in press.	Empirical study of the role of digital technologies in enabling knowledge spillovers to new ventures
Howard, M. , Boeker, W. and Andrus, J., 2019. The Spawning of Ecosystems: How Cohort Effects Benefit New Ventures. <i>Academy of Management Journal</i> , 62(4), pp.1163-1193.	Empirical study of collaborative ecosystems formed through entrepreneurial employee migration
Lahiri, A., Cox Pahnke, E., Howard, M. , Boeker, W. 2019. Collaboration and informal hierarchy in innovation teams: Product introductions in entrepreneurial ventures. <i>Strategic Entrepreneurship Journal</i> . 13(3), pp.326-358.	Empirical study of the effects of founding team characteristics on new venture product launch
Carnes, C.M., Gilstrap, F.E., Hitt, M.A. , Ireland, R.D. , Matz, J.W. and Woodman, R.W. , 2019. Transforming a traditional research organization through public entrepreneurship. <i>Business Horizons</i> , 62(4), pp.437-449.	Review and case study of entrepreneurial change in public sector organizations
Nason, R.S., Wiklund, J., McKelvie, A., Hitt, M. and Yu, W., 2019. Orchestrating boundaries: The effect of R&D boundary permeability on new venture growth. <i>Journal of Business Venturing</i> , 34(1), pp.63-79.	Empirical study of R&D boundary permeability and new venture performance
Jiang, H., Cannella, A.A. and Jiao, J., 2018. Does desperation breed deceiver? A behavioral model of new venture opportunism. <i>Entrepreneurship Theory and Practice</i> , 42(5), pp.769-796.	Empirical study examining the conditions under which entrepreneurs engage in opportunism
Withers, M.C. , Ireland, R.D. , Miller, D., Harrison, J.S. and Boss, D.S., 2018. Competitive landscape shifts: The influence of strategic entrepreneurship on shifts in market commonality. <i>Academy of Management Review</i> , 43(3), pp.349-370.	Theory paper linking strategic entrepreneurship to competitive dynamics to explain strategic decisions to enter competitors' markets
Hitt, M. and Ireland, R.D. , 2017. The intersection of entrepreneurship and strategic management research. <i>The Blackwell handbook of entrepreneurship</i> , pp.45-63.	Examination of differential firm performance integrating strategy and entrepreneurship perspectives
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Select Abstracts from Conferences and Awards

Babson College Entrepreneurship Research Conference, 2021

REGIONAL INSTITUTIONAL LOGICS AND EVOLUTION OF REGIONAL INNOVATION NETWORKS IN THE RENEWABLE ENERGY INDUSTRY

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ABSTRACT

In this paper, we explore the impact of institutions on regional renewable energy innovation networks. Specifically, we focus on informal institutions represented by regional institutional logics, or regionally defined, “socially constructed ‘rules of action, interaction, and interpretation that guide and constrain’ actors within a field of analysis” (Greenwood et al., 2010; Thornton & Ocasio, 1999: 804; Vedula et al., 2019). Regional institutional logics particularly relevant to the renewable energy context are regional proenvironmental logics (Lee & Lounsbury, 2015; Vedula et al., 2019), which represent the region’s “commitment to protect or improve the natural environment as well as its willingness to act or pay to achieve its objective” (Lee & Lounsbury, 2015: 856). Our goal is to explore how the prevalence of regional proenvironmental logics impact the evolution of regional inventor networks that underpin renewable energy innovation in the U.S., a sector whose development is crucial to a more sustainable energy infrastructure (Jacobson, 2009; Nanda et al., 2014).

Babson College Entrepreneurship Research Conference, 2021

FEMALE INVENTORS AND KNOWLEDGE DIFFUSION

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ABSTRACT

Innovation in entrepreneurial environments requires that firms continuously recombine knowledge to maintain a competitive advantage. In this study, we examine how gender may contribute to differences in how inventors collaborate and thus proliferate the diffusion of knowledge across an industry. Utilizing social network analysis techniques, we find that firms with a greater number of female inventors are more likely to diffuse knowledge across the

network and that the knowledge diffused is of greater quantity and quality. Our study furthers our understanding of the recombinatory view of knowledge by examining how social role theory and gender stereotypes play into the innovation process.

European Group for Organizational Studies Colloquium, 2021



Intertwined? - The Evolution of Social Evaluations and Disruptive Technology Networks

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ABSTRACT

While prior literature emphasizes that technological discontinuities influence firms' collaboration activities, it remains unclear how technology collaboration networks emerge and evolve. Drawing on models of different stages of technological change, we examine how firms' rules of attachment evolve along technological discontinuities. Specifically, we theorize on the social embeddedness of technology emergence by focusing on the transferability of status mechanisms and tie closure across established and disruptive technology networks. The evolution of monoclonal antibodies in the cancer treatment provides a unique research context to test our theorized model. Results are based on a social network analysis spanning 20 years and 523 firms and emphasize that alliance formation dynamics in emerging disruptive technology collaboration networks are driven by status transfers from the established technology network. However, as the disruptive technology matures, status signals from the disruptive technology network start to become relevant to tie formation in both networks. In addition, our findings indicate that dual network triadic closure bridges the boundaries between the established and disruptive technology networks.

European Group for Organizational Studies Colloquium, 2021



Beyond Immediate Relations: Understanding Female Collaborative Networks

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ABSTRACT

This study examines collaborative networks focusing on how women's need to utilize indirect relationships influences network tie formations. Research has identified women tend to have ineffective network positions and what are negative outcomes, yet there is limited attention to how they reinforce collaboration chances at work. Pointing out their struggle to establish new direct network ties in a male-dominated environment, we suggest women likely form transitive network ties by closing indirect ties, unless they have more available resources for new opportunities. Using a sample of 64 firm-level inventor patenting collaborations from 2000 to 2012, the network meta-analysis reveals that although female inventors less likely develop direct ties for patenting collaborations, they build transitive ties utilizing previous indirect ties through male peers. Further, whereas slack resources in a firm weaken the negative tendency of female inventors' direct tie formations, greater R&D expenses and environment munificence allow them to less depend on indirect ties reducing transitive tie developments. Our findings offer an important implication that women's network tie formations result not only from challenges of gender stereotyping but also from the need for indirect network ties.

McFerrin Center Ph.D. Student Strategic Entrepreneurship Award, 2020

EXPERIENCE SPILLOVER ACROSS PROJECTS: HOW A STARTUP'S PARTNERING-BASED PROJECTS AFFECT ITS SUBSEQUENT FUTURE SOLO-BASED PROJECTS

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ABSTRACT

A central question in entrepreneurship research is how startups overcome their "liabilities of newness" to survive and grow. On the one hand, startups face high pressure to perform successfully on their initial projects for their clients because such showcasing can help attract future deals. Yet, on the other hand, startups are often constrained in their performance for those initial clients due to their underdeveloped capabilities. In our baseline analysis, we examine whether a startup bringing onboard partners when working on its initial client projects - rather than working alone on them - results in higher or lower performance in its subsequent solo-based projects. All else equal, we argue that such a relationship varies among startups.