

WILLIAM R. SANDBERG

Department of Management
Darla Moore School of Business
University of South Carolina
Columbia, SC 29208
(803)777-5980; sandberg@moore.sc.edu

EDUCATION

Ph.D. UNIVERSITY OF GEORGIA (1984)

Major Field: Management Policy & Systems; *Related Field:* Organizational Behavior; *Supporting Discipline:* Industrial Organization Economics. *Dissertation:* “The Determinants of New Venture Performance: Strategy, Industry Structure, and Entrepreneur. *Major Professor:* Charles W. Hofer.

M.B.A. NORTHWESTERN UNIVERSITY (1972)

Major: Finance.

B.S. NORTHWESTERN UNIVERSITY (1970)

Major: Business Finance.

FACULTY EMPLOYMENT

UNIVERSITY OF SOUTH CAROLINA. Associate Professor of Management, 1990-present. Assistant Professor of Management, 1986-1990. ***Courses Developed and Taught:*** Seminar in Entrepreneurship (Ph.D.); Opportunities for Entrepreneurial Commercialization (Ph.D., Chemical Engineering, one credit); Obstacles to Successful Commercialization (Ph.D., Chemical Engineering, one credit); Strategies, Resources, and Methods to Commercialize the Technology (Ph.D., Chemical Engineering, one credit); International Entrepreneurship (undergraduate summer program at University of Durham, U.K.), Entrepreneurship for the Arts and the Sciences (undergraduate, May Session). ***Undergraduate Courses Taught:*** Business Policy, Initiation & Management of New Business Enterprise, Advanced Issues in Entrepreneurship; director of six undergraduate honors theses. ***M.B.A. Courses Taught:*** Strategic Management, Small Business Management, Summer Field Consulting Projects. ***Other Ph.D. Courses Taught:*** Seminar in Strategy Formulation.

UNIVERSITY OF HOUSTON. Assistant Professor of Management, 1982-1986. Besides teaching Business Policy (undergraduate and M.B.A.) and independent studies (M.B.A.), designed and taught new course in Industry Analysis (M.B.A.)

IMEDE MANAGEMENT DEVELOPMENT INSTITUTE, Lausanne, Switzerland. Research Associate, 1974-1975. Wrote nine business policy cases based on field research in several European companies.

NORTHWESTERN UNIVERSITY. Research Associate, 1972-1974. Wrote a dozen cases in business policy, marketing, accounting, materials management, and planning systems under the supervision of Professor Charles W. Hofer, and two business policy cases for Professor Ram Charan. All cases were researched in the field.

RESEARCH: BOOK

Sandberg, William R. *New Venture Performance: The Role of Strategy and Industry Structure* (Lexington, Mass.: D.C. Heath and Company, 1986)

RESEARCH: SCHOLARLY JOURNALS

Sapienza, Harry J., Dirk De Clercq, and William R. Sandberg (2005). "Antecedents of International and Domestic Learning Effort," *Journal of Business Venturing* 20: 437-457.

Francis, Deborah H. and William R. Sandberg (2000). "Friendship Within Entrepreneurial Teams and Its Association with Team and Venture Performance," *Entrepreneurship Theory and Practice* 25, 2 (Winter): 5-25. [Also reprinted in Mike Wright and Iris Vanaelst, eds., *Entrepreneurial Teams and New Business Creation* (Northampton, Mass., and Cheltenham, U.K.: Edward Elgar Publishing, 2009)]

Lockwood, Frank S., Brian S. Klaas, John E. Logan, and William R. Sandberg (1999-2000). "Drug Testing Programs and Their Impact on Workplace Accidents," *Journal of Individual Employment Rights* 8, 4: 295-306.

De Castro, Julio O., James J. Chrisman, David M. Schweiger, and William R. Sandberg (1994). "Competitive Strategies and Financial Performance: The Impact of Scope and Competitive Weapons," *Journal of Business Strategies* 11, 1 (Spring): 1-18.

Sandberg, William R. (1992). "Strategic Management's Potential Contributions to a Theory of Entrepreneurship," *Entrepreneurship Theory and Practice* 16, 3 (Spring): 73-90.

Sandberg, William R. and Elizabeth J. Gatewood (1991). "A Profile of Entrepreneurship Research Centers: Orientations, Interests, Activities, and Resources," *Entrepreneurship Theory and Practice* 15, 3 (Spring): 11-24.

Schweiger, David M., William R. Sandberg, and Paula Rechner (1989). "Experiential Effects of Dialectical Inquiry, Devil's Advocacy, and Consensus Approaches to Group Strategic Decision Making," *Academy of Management Journal* 32: 745-772.

Schweiger, David M. and William R. Sandberg (1989). "The Utilization of Individual Capabilities in Group Approaches to Decision Making," *Strategic Management Journal* 10: 31-43.

Sandberg, William R., David M. Schweiger, and Charles W. Hofer (1988). "The Use of Verbal Protocols in Determining Venture Capitalists' Decision Processes," *Entrepreneurship Theory and Practice* 13, 2 (Winter): 7-20.

Sandberg, William R. and Charles W. Hofer (1987). "Improving New Venture Performance: The Role of Strategy, Industry Structure, and the Entrepreneur," *Journal of Business Venturing* 2: 5-28. [Reprinted in Hans Landström and Franz T. Lohrke, eds., *Intellectual Roots of Entrepreneurship Research* (Cheltenham, U.K.: Edward Elgar Publishing Ltd., 2012).

Sandberg, William R. and Charles W. Hofer (1987). "Improving New Venture Performance: Some Guidelines for Success," *American Journal of Small Business* 12, 1 (Fall): 11-25. [This journal subsequently renamed *Entrepreneurship Theory and Practice*]

Schweiger, David M., William R. Sandberg, and James W. Ragan (1986). "Group Approaches for Improving Strategic Decision Making: A Comparative Analysis of Dialectical Inquiry, Devil's Advocate and Consensus," *Academy of Management Journal* 29: 51-71.

Goodman, Jon Prooslin and William R. Sandberg (1981). "A Contingency Approach to Labor Relations Strategies," *Academy of Management Review* 6: 145-154. [Also reprinted in Kendrith M. Rowland and Gerald R. Ferris, *Current Issues in Personnel Management* (3rd ed.) (Boston: Allyn and Bacon, Inc., 1986), pp. 278-286.]

RESEARCH: CHAPTERS IN BOOKS OR RESEARCH ANNUALS

Sandberg, William R. (2019). "Writing Business Plans," Chapter 2 in Dorinda Clippinger, *Business Report Guides: Research Reports and Business Plans*, New York: Business Expert Press.

Sandberg, William R. (2012). "Writing the Business Plan," Chapter 18 in Shirley Kuiper and Dorinda Clippinger, *Contemporary Business Reports* (5th ed.), Mason, OH: Cengage Learning/South-Western.

Sandberg, William R. (2010). "Writing the Business Plan," Chapter 18 in Shirley Kuiper, *Contemporary Business Report Writing* (4th ed.), Mason, OH: Cengage Learning/South-Western.

Sandberg, William R. (2007). "Writing the Business Plan," Chapter 16 in Shirley Kuiper, *Contemporary Business Report Writing* (3rd ed.), Mason, OH: South-Western College Publishing Co.

De Clercq, Dirk, Harry J. Sapienza, William R. Sandberg,, and Hans Crijns (2006). "The Role of Learning in International Entrepreneurship," Chapter 11 in *Advances in*

Entrepreneurship, Firm Emergence and Growth, Volume 9: Entrepreneurship: Frameworks and Empirical Investigations from Forthcoming Leaders of European Research, Johan Wiklund et al. (Eds.), Elsevier: 311-328.

Sandberg, William R. and Thomas J. Hench (2004). "Opportunity Recognition in the Office Furniture Industry," in *Research in Entrepreneurship and Management, Vol. 4*, John E. Butler, ed. (Greenwich, CT: Information Age Publishing), pp. 271-289.

Schweiger, David M. and William R. Sandberg (1991). "The Team Approach to Making Strategic Decisions," Chapter 6 in *Handbook of Business Strategy (2nd ed.)*, Harold E. Glass, editor (Boston: Warren, Gorham & Lamont).

RESEARCH: OTHER PUBLICATIONS

Sandberg, William R., Richard B. Robinson Jr., and John A. Pearce II (2001). "One More Time: Should Small Companies Attempt *Strategic Planning*?" *The Entrepreneurial Executive* (April). [Same authors, slightly revised (2001). "Why Small Businesses Need a Strategic Plan," *Business & Economic Review* 48, 1 (October-December): 12-15.]

Sandberg, William R. (1993). "Why Small Businesses Need Strategic Plans," *Enterprise Ink* (newsletter of the Walter F. O'Connell Economic Enterprise Institute, University of South Carolina–Aiken) 5, 2 (April).

Sandberg, William R. and Charles W. Hofer (1987). "Strategic Guidelines for Improving New Venture Performance" (Parts 1 and 2), *Strategic Planning Management* 5: 41, 45-48; 49-52.

Sandberg, William R. (1987). Review of *Raising Venture Capital and the Entrepreneur* by Leonard A. Batterson, *Business & Economic Review* 33, 2: 49-51.

Also the following teaching cases published in various textbooks:

"Dakota Fertilizer Equipment," in Hosmer and Cooper, *The Entrepreneurial Function* (Prentice-Hall, 1977); Glueck, *Business Policy and Strategic Management (3rd ed.)* and Glueck and Jauch (*4th ed.*) (McGraw-Hill, 1980 and 1984).

"Illinois Masonic Medical Center (E)," in McNichols, *Policy Making and Executive Action* (McGraw-Hill, 1972); Paine and Naumes, *Organizational Strategy and Policy* (Saunders, 1975).

"Norton Villiers Triumph and the Meriden Cooperative," in Glueck (1980) and Glueck and Jauch (1984).

"Statskonsult (A)," in Hofer, Murray, Charan, and Pitts, *Strategic Management (2nd ed.)* (West, 1984).

RESEARCH: CONFERENCE PROCEEDINGS

Sandberg, William R. and W. Dixon Wilcox (2002). "Opportunity Recognition and Disruptive Technology: The U.S. Locomotive Industry from 1920 to 1940," *Frontiers of Entrepreneurship Research*, best paper proceedings of the Babson-Kauffman Entrepreneurship Research Conference, Babson College, Wellesley, Mass., pp. 73-84.

Katrishen, Frances A., William R. Sandberg, and John E. Logan (1993). "Social Networks and Entrepreneurial Performance," Southern Management Association *Proceedings*, Atlanta, Ga.

Sandberg, William R., Elizabeth Gatewood, and Kenneth Olm (1989). "Entrepreneurship Research Centers: Their Interests, Activities, and Support of Research," *Frontiers of Entrepreneurship Research*, best paper proceedings of the Babson Entrepreneurship Research Conference, Babson College, Wellesley, Mass., pp. 472-478.

Schweiger, David M., William R. Sandberg, and Paula Rechner (1988). "A Longitudinal Comparative Analysis of Dialectical Inquiry, Devil's Advocacy and Consensus Approaches to Strategic Decision Making," *Proceedings of the Academy of Management*, Anaheim, Calif., pp. 32-36.

Sandberg, William R., David M. Schweiger, and Charles W. Hofer (1987). "Determining Venture Capitalists' Decision Criteria: The Use of Verbal Protocols," *Frontiers of Entrepreneurship Research*, proceedings of the Babson Entrepreneurship Research Conference, Babson College, Wellesley, Mass., pp. 392-407.

Sandberg, William R. and Charles W. Hofer (1986). "The Effects of Strategy and Industry Structure on New Venture Performance," *Frontiers of Entrepreneurship Research*, proceedings of the Babson Entrepreneurship Research Conference, Babson College, Wellesley, Mass., pp. 244-266.

Schweiger, David M., William R. Sandberg, and James Ragan (1985). "An Empirical Evaluation of Dialectical Inquiry, Devil's Advocate, and Consensus Approaches to Strategic Decision Making," *Proceedings of the Academy of Management*, San Diego, pp. 40-44.

Sandberg, William R. and Charles W. Hofer (1982). "A Strategic Management Perspective on the Determinants of New Venture Success," *Frontiers of Entrepreneurship Research*, proceedings of the Babson Entrepreneurship Research Conference, Babson College, Wellesley, Mass., pp. 204-237.

Goodman, Jon P. and William R. Sandberg (1979). "A Contingency Theory for Strategic Decisions in Unionized Companies," *Proceedings of the Southern Management Association*, Atlanta.

RESEARCH: CONFERENCE PAPERS NOT PUBLISHED IN PROCEEDINGS

Sandberg, William R. and Thomas J. Hench (2004). "Opportunity Recognition in Family and Non-Family Firms: Comparisons in the History of the U.S. Office Furniture Industry," Babson College-Kauffman Foundation Entrepreneurship Research Conference, Glasgow, Scotland, June 4.

Sandberg, William R. and Thomas J. Hench (2003). "Opportunity Recognition in the Family Firm," 3rd Conference on Theories of the Family Enterprise: Search for a Paradigm, University of Calgary, Alberta, December 12.

Sandberg, William R. and H. Dixon Wilcox (2003). "Opportunity Recognition and Responses to Disruptive Technology: The U.S. Locomotive Industry from 1940 to 1960," Babson College-Kauffman Foundation Entrepreneurship Research Conference, Wellesley, Mass., June.

Hench, Thomas J. and William R. Sandberg (2000). "'As the Fog Cleared, Something Changed': Opportunity Recognition as a Dynamic, Self-Organizing Process," Babson College-Kauffman Foundation Entrepreneurship Research Conference, Wellesley, Mass., June.

Hench, Thomas J. and William R. Sandberg (1999). "'The Survival of the Fittest' and Other Just So Stories: Lessons from the U.S. Office Furniture Industry," Academy of Management, Chicago, August.

Lockwood, Frank S., Brian S. Klaas, John E. Logan, and William R. Sandberg (1999). "Drug Testing Programs and Their Impact on Workplace Accidents," Academy of Management, Chicago, August.

Francis, Deborah H. and William R. Sandberg (1999). "Conflict and Strategic Decision Making in TMTs of Small, High-Tech Firms," International Council for Small Business 44th Annual Meeting, Naples, Italy, June.

Sandberg, William R. and Thomas J. Hench (1999). "Perceiving Opportunity 'Through a Fog of Uncertainty': Haworth, Inc. (1948-1976)," Babson College/Kauffman Foundation Entrepreneurship Research Conference, Columbia, S.C., May.

Sandberg, William R. and John E. Logan (1997). "Small Firms' Competitive Strategies and the Firms' Reliance on Resources Acquired Through Networks," International Council for Small Business 42nd Annual Meeting, San Francisco, June.

Sandberg, William R. (1994). "How to Relate Competitive Methods and Entrepreneurs' Reliance on Network-provided Resources," Georgia Conference on Strategy, University of Georgia, Athens, April.

Sandberg, William R. (1991). "Toward a Theory of Entrepreneurship: Contributions of Strategic Management," Conference on Entrepreneurship Theory, University of Baltimore, January.

Sandberg, William R., J. Kay Keels, James J. Chrisman, and David M. Schweiger (1989). "Overcoming Fragmentation: Remedies for Strategic Failure," Southern Management Association, New Orleans.

Schweiger, David M., William R. Sandberg, and Paula L. Rechner (1989). "An Examination of the Subgroup Effects of Dialectical Inquiry and Devil's Advocacy," Academy of Management, Washington, D.C.

Sandberg, William R. (1989). "On Strategy and Tactics in Entrepreneurial Firms," University of Southern California Invited Symposium on Entrepreneurship, Los Angeles.

Sandberg, William R. (1989). "The Changing Structure of the Venture Capital Industry: Some Implications for Entrepreneurship Research," University of Southern California Invited Symposium on Entrepreneurship, Los Angeles.

Schweiger, David M. and William R. Sandberg (1987). "Group vs. Individual Performance: A Further Test of Dialectical Inquiry, Devil's Advocacy, and Consensus Approaches to Group Strategic Decision Making," Academy of Management, New Orleans.

Sandberg, William R. (1987). "Industry Structure, Venture Capitalists, and Organizational Strategy: Effects on Organizational Births and Performance," TIMS-ORSA national meeting, New Orleans.

Sandberg, William R. (1980). "Ansoff and Strategic Management: A Review and Assessment," Academy of Management, Detroit.

OTHER ACADEMIC CONFERENCE PRESENTATIONS

"The Role of Research Centers in Developing the Field of Entrepreneurship," symposium co-chairman, Academy of Management, Washington, D.C., 1989.

"First Diversification Via Acquisition of Middle Market Companies," presentation at the Tuck-USC Research Conference on Mergers and Acquisitions," Isle of Palms, S.C., 1988.

"Internationalizing Business Schools," symposium panelist, Academy of Management, New Orleans, 1987.

"Heizer Award Winners: Stimulating Research in New Venture Development," symposium panelist, Academy of Management, Chicago, 1986.

RESEARCH: AWARDS AND GRANTS RECEIVED

Heizer Award for Outstanding Research in New Venture Development, given by the Academy of Management (Business Policy & Planning Division), 1985.

International Council for Small Business, first prize (\$1,500) in dissertation proposal competition, 1983.

Research Fellow, University of South Carolina College of Business Administration, Fall 1987.

Center for Entrepreneurial Studies, New York University, research grant (\$5,000), 1986.

Human Resource Planning Society, “Managing Human Resources During Mergers and Acquisitions,” assistant investigator.

OTHER GRANTS AND CONTRACTS

National Science Foundation, “Nanostructured Materials for Sustainable Energy Solutions,” co-principal investigator, 2013-2018 (\$3,000,000). Integrative Graduate Education and Research Traineeship (IGERT), Award #1250052.

National Science Foundation, “Polymer Nanocomposites Manufacturing Partnership,” co-principal investigator, 2007-2011 (\$600,000). Partnership for Innovation Program, Award #0650186.

University of South Carolina Provost’s Teaching Development Grant (\$800), for work on curriculum and pedagogy in entrepreneurship, 1998-1999.

Westinghouse–Savannah River Company, “Technology Transfer Curriculum Development,” assistant principal investigator, 1991-1992 (\$186,000).

Director, Small Business Institute, University of South Carolina College of Business Administration, 1991-1994.

Summer Institute for Technology Transfer, University of South Carolina–Aiken, 1990-1994. *Trained and supervised students who researched and analyzed the commercial feasibility of inventions by scientists at Savannah River Laboratories. My responsibilities emphasized the development and revision of final reports on each invention.*

PROFESSIONAL CONSULTING

Zarephath Health Center, N.J., 2005-2007. Assisted founding team in business plan for hospital startup in Antigua, W.I. (Non-compensated).

Sexual Trauma Services of the Midlands, Columbia, S.C., 2002-2007. Assisted board of directors and executive director in strategic planning (Non-compensated).

Physicians Health Plan, Inc., Columbia, S.C., 1996. Aided CEO in preparation of strategic plan.

Wilbur Smith Associates, Columbia, S.C. 1991. Assisted consulting staff in preparation of strategic plan for a client organization.

Department of Ophthalmology, University of South Carolina School of Medicine, 1989. Led medical and support staff through process of strategic planning.

PROFESSIONAL DEVELOPMENT

Participation in Faculty Development Programs

Faculty Development in International Business: Eastern Europe 2003, Center for International Business Education and Research, Universities of Pittsburgh, South Carolina, and Memphis. *Travel, lectures, site visits in Russia, Bulgaria, and Czech Republic, May 18-June 1, 2003.*

Consortium and Workshop Participation

Classical Liberals of the Carolinas 2017 Conference. Center for Free Market Studies, Johnson & Wales University. Charlotte, August 10-11, 2017.

“Joseph Schumpeter on the Economics and Sociology of Capitalism,” Indianapolis, The Liberty Fund. March 23-26, 2017.

Classical Liberals of the Carolinas 2016 Conference. Center for Free Market Studies, Johnson & Wales University. Charlotte, August 10-11, 2016.

Classical Liberals of the Carolinas 2015 Conference. Center for Free Market Studies, Johnson & Wales University. Charlotte, January 8-10, 2016.

4th Annual Greif Research Symposium on Emerging Organizations—Opportunity Recognition, University of Southern California, Marina Del Rey, Calif., February 21-23, 2003.

12th Annual Gateway Series for Entrepreneurial Research: Entrepreneurship Curriculum, Saint Louis University, St. Louis, October 23-24, 1998.

Advanced Austrian Economics Seminar, New York University and The Foundation for Economic Education in cooperation with The Institute for Humane Studies, June 18-23, 1989.

Entrepreneurship Education Workshop, Association of Collegiate Entrepreneurs annual convention, Dallas, Tex., 1985.

Conference on Entrepreneurship, Institute for Constructive Capitalism, University of Texas–Austin, 1984.

Academy of Management, Entrepreneurship Interest Group Doctoral Consortium, 1982.

Academy of Management, Business Policy & Planning Division Doctoral Consortium 1979.

PROFESSIONAL SERVICE

Academy of Management, Entrepreneurship Division: Research Committee, 1985-1990.

Journal Editor:

Entrepreneurship Theory and Practice, Case Editor, 1998-2008.

Editorial Boards:

Entrepreneurship Theory and Practice, 1989-1999.

Journal of Business Venturing, 1990-2003.

Journal of Management, 2004-present.

Journal of Arts Entrepreneurship Research, 2014-present.

Ad hoc Reviewer:

Academy of Management Executive (1999, 2000)

Academy of Management Journal (1993, 1995, 1996)

Academy of Management Review (1988, 1989, 1992, 1993, 1999)

Entrepreneurship Theory and Practice (1987-1989, 2003, 2006)

ETRI (Electronics and Telecommunications Research Institute) Journal [Korea] (2000)

Family Business Review (2002)

Journal of Business Research (1988)

Journal of Business Venturing (2012-2014)

Journal of Management (1993, 2002-2003)

Journal of Management Studies (2007)

Journal of World Business (1999-2004)

Management Science (1992, 1993)

Strategic Management Journal (1989, 2000)

Studies in the Management Sciences and Systems (1987, 1988)

Reviewer of professional papers and dissertations:

Academy of Management, Business Policy & Planning Division (1986, 1987, 1990-

1992)
Academy of Management, Entrepreneurship Division (1985, 1987, 1988, 2000); Best Paper judge (1988-1990, 2000).
Academy of Management, Entrepreneurship Division: Judge for Heizer Dissertation Award (1992, 2008, 2009), NFIB Dissertation Award (1995, 1996), *Entrepreneurship Theory and Practice* Dissertation Award (1995, 1996).
American Institute for Decision Sciences (1986)
International Council for Small Business (1988)
North American Case Research Association (2006)
Southern Management Association (1984, 1985, 1990); Best Papers (1999).
University of Miami Venture Council/MIT Enterprise Forum, Nationwide Business Plan Competition (1986, 1987)

Discussant of papers at conferences:

Academy of Management (1985, 1987, 1988)
Southern Management Association (1980, 1984)

Reviewer for publishers:

Addison-Wesley (1995)
Harcourt Brace Jovanovich (1989)
Harper & Row (1987, 1988)
John Wiley & Sons (1996, 2005-2006)
Lexington Books (1984, 1987)
McGraw-Hill (1981, 1982, 1991-1994)
Prentice-Hall (1982, 1985, 1986, 1989)
Upstart Publishing (1995)
West Publishing (1986)

Service to Practitioner Organizations:

North American Society for Corporate Planning, Houston chapter: Coordinator of Graduate Student Paper Competition (1984, 1985); Academic Liaison Committee (1983-1985).

WORKSHOPS AND TRAINING SESSIONS CONDUCTED

Carolina Institute for Leadership & Engagement in Music (November 3, 2007). Keynote speaker for Music Entrepreneurship program conducted by Brevard Conference on Music Entrepreneurship, hosted by University of South Carolina School of Music.

Presidential Management Training Initiative, Russian Federation and U.S. Information Agency, through University of South Carolina Institute for Public Affairs:

“Entrepreneurship and Management in the Growing Company,” September 29, 1999.

“Business for Russia” Program, University of South Carolina Institute for Public Affairs:

- “Entrepreneurship and the Transitional Economy,” April 12, 2001.
- “Transforming Ukrainian Companies,” October 20, 2000.
- “Creative Destruction and Entrepreneurship in the U.S. Economy,” October 20, 2000.
- “Entrepreneurial and Administrative Modes of Managing,” March 2, 2000.
- “How U.S. Companies Define Their Business and Conceive Their Strategies: Observations and Lessons Learned from Internships,” March 12, 1999.
- “Developing Strategies for Effective Growth,” February 17, 1999.
- “American and Russian Management of Growth and Customer Services,” November 14, 1998.
- “Strategies for Effective Growth,” October 21, 1998.
- “American and Russian Management: Observations and Conclusions,” March 21, 1998.
- “Managing During a Time of Strategic Change,” February 27, 1998.
- “Developing a Business Plan,” October 24, 1997 and November 1, 1996.

Others:

- “Navigating to Prosper and Grow in the Long Run: When and How to Make Strategic Shifts,” presentation to small business workshop, Service Corps of Retired Executives, Columbia, November 1, 1994.
- “Using Cases to Discuss Ethical Issues: Presentation of the ‘Gustafson Farm’ Case,” a module of “Teaching Business Ethics: A Workshop on Integrating Ethical, Environmental, Socio-Political and Cultural Issues into the Business Curriculum,” University of South Carolina College of Business Administration, September 24, 1994.
- “A Framework for Problem Solving,” workshop for Federal Pharmacy Conference, University of South Carolina College of Pharmacy, North Myrtle Beach, S.C., November 1990.
- “Internationalizing the Business Policy Curriculum,” co-leader of regional faculty workshop sponsored by the Internationalization Project, Division of Research, University of South Carolina College of Business Administration, August 1987.
- Training session for consultants, Small Business Development Center, University of South Carolina, August 1987.

“Venture Capital and New Ventures,” Eurequip Consulting Group, Houston, 1982.

“Competitive Strategies for Changing Environments,” Management Development Center, University of Houston, 1982.

PRESENTATIONS TO BUSINESS AND COMMUNITY GROUPS

“Can Government Create Entrepreneurs?” The Frederic Bastiat Society, Charleston, S.C., June 1, 2005.

“Can Government Create Entrepreneurs?” The Frederic Bastiat Society, Columbia, S.C., January 11, 2005.

“Entrepreneurship and the Problem of Trust,” sponsored by the Chamber of Commerce of Kazan, Tatar Republic, Russian Federation, in Kazan, July 20, 1999.

“How USC’s Entrepreneurship Program Can Help Your Business,” The Columbia Downtown Business Network of 77, August 28, 1996.

“How USC’s Small Business Institute Projects Can Help Your Business,” Small Business Presidents Club of Columbia Chamber of Commerce, February 16, 1996.

INSTITUTIONAL SERVICE

University of South Carolina

USC Connect Council (2011-2014). *Provide global direction, oversight, and leadership for USC Connect: Integrating Learning Within and Beyond the Classroom.*

Kennedy Pharmacy Innovation Center, South Carolina College of Pharmacy, Search Committee for Professor and Kennedy Chair (2011-2012).

Thomas Cooper Library, Search Committee for Assistant Librarian, Springs Business Library (2011-2012).

Thomas Cooper Library, Search Committee for Head, Springs Business Library (2010-2011; 2013).

Parents Panel participant, USC Parents Weekend, October 2003.

University Libraries, Organizational Restructuring Task Force (2002-2003).

Provost’s Task Force on Student Progression Requirements (1990-1991).

Moore School of Business/College of Business Administration

Task Force on the Business Library (2017-present)

Task Force on the Springs Business Library (2012-2014)

Task Force on Undergraduate Curriculum Revision (2010-2011)

Task Force on Undergraduate Minor and Open Courses (2008-2010).

Undergraduate Program Faculty Committee (2008-2014).

Task Force on Academic Program Assessment (2004-2005).

Undergraduate Program Executive Committee (2001, 2007-2008).

AACSB Accreditation Self-Evaluation Committee (1998-1999).

Faculty Advisory Council (1993-1994; 1997-1998).

Graduate Policy and Curricula Committee (1992-1993).

Strategic Planning Committee (1991-1993).

Task Force on the Management Education Center (1992-1993).

Undergraduate Development, Policy, and Curricula Committee (1988-1989).

Reviewer of Faculty Research Fellowship proposals (1988-1993).

Library Committee (1987-1988; 1994-1997).

Course Internationalization Coordinator for Business Policy (1986-1987).

Guest speaker, Beta Alpha Psi accounting fraternity, February 1988.

Management Department

Task Force to Revise Undergraduate Entrepreneurship Curriculum, Chairman (2015).
We developed one new course, changed title or content of others, and revised the prerequisites for another. New curriculum approved, effective Fall Semester 2016.

Coordinator of Undergraduate Entrepreneurship Curriculum (1993-present).

Proving Ground business plan competition (Faber Entrepreneurship Center), judge (2014, 2015, 2016)

Strategic Management Faculty Search Committee, Member (2006, 2010, 2011, 2012)

Strategic Management Faculty Search Committee, Chairman (1990-1991; 2000; 2001-2002). *Organized and conducted interviews at Academy of Management meeting, managed selection for campus visits, managed selection of candidates for offers.*

Entrepreneurship and Strategic Management Faculty Search Committee, Chairman (1998-1999). *Organized and conducted interviews at Academy of Management meeting, managed selection for campus visits.*

Business Communications Faculty Search Committee (1998-2000).

Mission Statement Committee (1997).

Management Ph.D. Program Committee (1999-2000). *Revision of curriculum for combined strategic management and organizational behavior programs.*

Management Ph.D. Program Committee (1993-1994). *Developed curriculum, policies and procedures for a single doctoral program in management; served as recruitment and admissions committee.*

Ph.D. Admissions Committee (1994-1996; 1997-1998).

Owner-Managed Business Curriculum Task Force (1987-1988). *Updated OMB undergraduate curriculum received university approval in 1993.*

University of Houston

Undergraduate Curriculum Committee, Chairman (1985-1986).

Nominating Committee for Faculty Senate and Undergraduate Council (1985).

Small Business and Entrepreneurship Advisory Committee (1984-1985).

Management Department Curriculum Development Committee (1982-1983).

Member of Entrepreneurship Panel, University of Houston Intrasystem Business Forum (1985).

Advisor/sponsor of “best paper” award winner (graduate student division) at Conference on Entrepreneurship, Institute for Constructive Capitalism, University of Texas–Austin (1984).

Sponsor/teacher of First Prize winner (graduate division) in 15th Annual Philip Morris Marketing/Communications Competition for Students (1984).

Directed University of Houston team in Southwest Conference MBA Business Policy Case Competition (1982, 1984, 1985).

Revised January 26, 2019