

FOSTERING LIVES *of* SIGNIFICANCE IN A WORLD *of* OPPORTUNITY



BaylorBusiness

Entrepreneurship

HANKAMER SCHOOL of BUSINESS



An Entrepreneurial Change p3
Diving Into The Deep End p5

.....
SPRING 2008



PAGE **3**

An Entrepreneurial Change

European Study Abroad Takes Broader View

SPRING '08



PAGE **5**

Diving Into The Deep End

Unique Entrepreneurship Program Immerses Students in Chinese Business



{ Donor Profile

PAGE **8**

Winston Wolfe:

Looking at the World Through Rose-colored Glasses

- 2** From the Director
- 7** Alumni Profile } David Grubbs – Making Connections with Campus Collect
- 9** Inside the Mind of an Entrepreneur
- 9** Baylor Launches On-Campus Business Incubator to Support Entrepreneurial Ventures
- 10** Faculty Profile } Bill Petty
- 11** Family Business Awards
- 12** Baylor Entrepreneurship Student Awarded Texas Business Hall of Fame Scholarship
- 12** 2007 National MBA Case Competition in Ethical Leadership
- 13** New Faculty Add Experience to the Team: Steven W. Bradley, Jamie Collins
- 14** Baylor Entrepreneurship Faculty & Staff

Director, Baylor Entrepreneurship Program: Kendall Artz
 Assistant Director, Communications & Marketing: Kristin Todd
 Publication Design & Art Direction: Pollei DesignWorks



Baylor **Business**™

Entrepreneurship

HANKAMER SCHOOL of BUSINESS

FOSTERING LIVES of SIGNIFICANCE IN A WORLD of OPPORTUNITY



**2007 RANKINGS:
ENTREPRENEURSHIP PROGRAM**

#14 – U.S. News

**#23 – Entrepreneur magazine and
Princeton Review**

**Top 6 for Family Business Program
by Fortune Small Business**

**Top 25 in Entrepreneurship by Fortune
Small Business**



From the Director

“We need to put the ‘world’ back into world-class education.”

-Former Secretary of Education, Rod Paige

***We face many challenges as we
prepare our entrepreneurship
students for future success.***

Looking forward, one of our most important goals is to continue enhancing our ability to provide students a global entrepreneurship education that encourages contact with and an understanding of foreign cultures, economic and political systems, and legal environments. The Baylor Entrepreneurship program has a long history of providing our entrepreneurship students with international opportunities in numerous locations in Asia, Western and Eastern Europe, Latin America and Africa. In this issue, you can read in more detail about two of our current international offerings. The first is a summer program in Maastricht that focuses on new venture development in Europe, and the second is another summer program in Shanghai that concentrates on technology entrepreneurship in Asia.

We are also excited about two new international entrepreneurship programs that we are developing. One of these will be in Kenya, and the other will explore entrepreneurship in six countries in Europe. We plan to begin enrolling students in the summer of 2008, and these programs will be great additions to our global education portfolio.

One of the original areas of emphasis of Baylor Entrepreneurship was in family business. Through the establishment of the

Institute for Family Business in 1987, we have been providing resources and support to entrepreneurs in family-owned businesses. We have long since broadened our scope to develop strengths in other areas including international, social and technology entrepreneurship. Nonetheless, family business continues to play an important role. We were pleased to see the quality of this program recognized this year when it was named one of the top six programs in the country for family business by Fortune Small Business. One of the activities of the Institute, the Texas Family Business of the Year Awards, is highlighted in this issue. Now in its 19th year, this event creates wonderful opportunities to connect the Institute with successful entrepreneurs and involve them in our program.

We all know that growth and development require change. To support our aspirations, we continue to add new faculty and staff to what is already a rapidly expanding program. Two recent additions to our faculty - Jamie Collins and Steve Bradley -- are profiled here. Both Jamie and Steve bring tremendous expertise, energy and creativity to our program. You can also read about a more senior member of our team, Bill Petty. As the previous director of our program, Bill has played a key role in establishing and implementing our strategic vision. He is also the coauthor of the best selling entrepreneurship textbook, Small

Business Management: An Entrepreneurial Approach (13th ed.), and has been designated a master teacher at Baylor because of his excellence in teaching entrepreneurial finance to our undergraduate, graduate and executive students.

Our program continues to flourish through the generosity of our alumni and supporters. In this issue you can read more about Winston Wolfe, a major supporter of our program, and two of our alumni, Chad Grief and David Grubbs. We are so thankful to our partners for their generous contributions of time, money and expertise. We currently offer a strong and innovative entrepreneurial education and are developing many exciting new initiatives to further strengthen our program. Our friends make it all possible.

Warm regards,

KENDALL ARTZ

Director, Baylor Entrepreneurship Program



An Entrepreneurial Change

European study abroad takes broader view

By Barbara Elmore

IN the fast-moving entrepreneurship arena, Hankamer School of Business' program in the Netherlands changes often to sharpen its focus and meet students' needs. But one thing stays the same, said Les Palich, associate director of the Baylor Entrepreneurship Program: Studying abroad nourishes creativity.

"It's an international program and we push them pretty hard to take advantage of that," said Les Palich, who is

the logistics and recruiting and counseling students.

Hankamer started taking students to the Netherlands in collaboration with the School of Engineering and Computer Science, said Palich. Each year since, he and others revise the program a bit. In 2008, for example, students participating in Baylor's European Entrepreneurship Experience, the new name for this version of Maastricht, will visit seven cities, six countries, and several businesses and entrepreneurs.

In the first year of their partnership, the two schools focused on business and technology. Students designed their own projects, which ranged from creating a method of processing online approvals for club members to a Web site coordinated with television programming so that viewers could easily order an advertised product online.

The second year, 2006, was similar. "We wanted to make sure assignments were not getting in the way of the business plan," said Palich. So the program included a small business consultant, Lonnie Abrahams, and the projects focused a bit less on technology.

Bigger changes came in the third and most recent year, 2007. Business and engineering/computer science students studying technology entrepreneurship

went to Shanghai, China, as part of a new program. That shift allowed a broadening of the Maastricht program to include students who have good ideas for entrepreneurial projects that are not necessarily technology oriented.

Instructors for the 2008 program in Europe will include Palich and Marlene Reed, a new entrepreneurship faculty member who is scheduling company visits for students – another change. The course will still be project based, said Palich, as well as multidisciplinary and multinational. Students will visit Prague, Munich, Milan, Geneva, Paris, and Caen, in the Normandy region of France. As before, they will learn about business plan preparation. In the process, they will study venture opportunities, concept development, intellectual property issues, market analysis, pricing strategies, budgeting, legal forms of organizations,

the Ben H. Williams Professor of Entrepreneurship.

"Students are more on top of their game there. It's a powerful environment for learning that keeps them on their toes and infuses them with more ideas."

Also, they immerse themselves in their projects and are not distracted by campus involvements, said Mary Abrahams, the associate director of the John F. Baugh Center for Entrepreneurship. "The projects are the one thing they are doing."

Palich and Abrahams are veterans of international education. Palich has been teaching abroad since 1997, and for seven years, Abrahams has arranged for Dutch students from Maastricht to come to Baylor and study entrepreneurship. Since 2005, she has done the same thing for Baylor students who register for Maastricht, overseeing



“They say their travels abroad give them confidence when they interact with people in business situations.”

management of teams, business valuation and other related topics.

And they will still bring projects limited only by their imagination. “We don’t demand that projects be used,” Palich said. There are good reasons for that approach. For example, students may not know until the end of a project whether their business idea is right for them. The important thing is they have taken it from start to finish, Palich said. “We want them to know the process, so they can take the ability to replicate the process to any business startup. We also want them to be aware of the international business environment for the sake of personal and career enrichment.”

The experience last summer of senior Marc Chou, a finance and entrepreneurship major, illustrates Palich’s

words. “We were asked to create a full business plan, to find an idea that was innovative and turn it into a real business,” Chou said. “We had to look at tax plans and business practices, and culture is very important, too.”

The project that Chou worked on would have revamped the college textbook business by publishing books digitally and making them available online. “We were really into it,” Chou said. “But right now we are just trying to finish college.”

“Visiting businesses in different cities will allow students to expand upon the idea of doing a business plan. Some of the city trips will last a week or more,” Palich said. Students will still devise their own project ideas, but they might strike on a plan that would work in connection with a business they visit.

“Students will see the opportunities this creates for them as entrepreneurs,” Palich said.

“The new program will be more intense as assignments are related directly to the entrepreneurs we will be visiting.”

Although planners are adding structure, they don’t want to detract from lessons about culture and history. “We specifically picked the cities because of students’ interest in them,” Palich said. “We added Munich because of its regional importance and the fact that students chose to visit that city on their own in past programs.”

They will also visit the American cemetery in Normandy, honoring those who died in Europe during World War II.

Although the program often undergoes changes, student transformation takes center stage. “I don’t think there is anything more important than they feel like they are changed as a result,” Palich said. He and Abrahams hear from students and their parents that they are more sensitive, more responsible, well rounded, or they grew up because of the trip.

“Students call and tell me how important this trip was to them,” Abrahams said.

“They say their travels abroad give them confidence when they interact with people in business situations.”

Palich added, “A lot of work goes into these programs to make sure that everything goes well. And all of that work pays off every time a student mentions that they found their time overseas to be a life-changing experience.”





Diving Into The Deep End

Unique Entrepreneurship Program Immerses Students in Chinese Business

By Barbara Elmore

Seventeen Baylor students jumped into Chinese business waters last summer in a unique technology entrepreneurship experience developed by the Baylor Entrepreneurship Program.

The program, called Baylor IS, is based in Shanghai. The students performed like Olympic swimmers, and professors traveling with the group returned thinking of ways to make the next trip even better.

The new program capitalizes on a strength of Baylor's entrepreneurship students while adding the dimension of technology. "Our students are so good at creative problem-solving," said Greg Leman, director of University Entrepreneurial Initiatives who holds the Curtis Hankamer Chair in Entrepreneurship. "For this kind of business, it's all about creating a new path."

"IS" stands for Immersion Into International Interdisciplinary Innovation. The first "I" takes center stage, Leman said. "The theme is immersion. That's what is different about this."

The program envelops students in two ways that are different from other international entrepreneurship programs, Leman said. First, they work with companies that need innovative solutions to business conundrums, immersing themselves in the business while in China. Second, the program includes 21 Chinese students who are hungry for the entrepreneurial experience. In addition, 2 students from the Thunderbird School of Global Management participated in the inaugural program.

Baylor students who went through the program worked on projects tailored



for collaborations between entrepreneurship, technology business, and engineering/computer science disciplines. Business sponsors included a sourcing company, a startup organization, and the world's largest producer of silicone.

Luke Schmidt was the leader of a five-student team that worked with USCNC Sourcing, an American-owned company in Shenzhen that opens doors in China to clients who need materials, manufacturing, quality control, import/export and product design. Schmidt and his team developed creative solutions to save the company time and money.

"I had read a lot about China, especially on the business side, and was very interested in what was going on," said Schmidt, who completed his MBA in December. "I wanted to see first hand and definitely had a chance to do that."

Steven Mart, a senior mechanical engineering major on Schmidt's team, liked the project because it had an engineering approach as well as an entrepreneurship side. Although the heavy business influence surprised him, it also provided him with a rich experience he would not have had otherwise. "The part I got the most out of was that I could see how my engineering degree worked with all aspects of the business."

Another big draw for Mart was getting an insider's view of the speed at which Chinese business is growing. This vision is exactly what the School of Engineering and Computer Science desired for the nine Baylor engineering students who went, said Cindy Fry, a faculty entrepreneurship fellow and assistant dean in computer science. "We wanted to give students business exposure and global experience," she said. "Our board of advocates highly values this characteristic in those they hire."

The teams saw the whole business spectrum as they worked with students from China, further thrusting them into different disciplines and cultures.

Baylor professors chose China because of the technology innovation component of its business development and because Baylor already had a relationship with University of Shanghai for Science and Technology. But China's other attractions include new freedoms in governmental and economic structures, Fry said. "There is a change in the mindset that the government has mandated," she said. "China wants to be the world's innovators. It will take a generation to put it into place, but they are very open and willing to work with groups like us that can facilitate that very thing."

An additional attraction is that China presents the students with a strikingly different cultural venue. "That was probably one of the best lessons for the students," she said. "The Chinese culture is very different from ours. It's good to see that just because something is different, it doesn't mean that it's

wrong. It's just different. You open minds that can then integrate new ideas and grow intellectually."

Although the debut experience was successful, Leman and Fry are planning to make it even better. In 2008, student interns will leave before the five-week class starts to get to know

from India, the Middle East, South America, and Eastern Europe or Russia over the next five or 10 years. "It would be really wonderful to have students crisscrossing the globe," he said.

Professors from Baylor who went to Shanghai included Anne Grinols, who taught

"For this kind of business, it's all about creating a new path."

their companies better. Another change will involve how students spend their time. Part of the trip will involve a tour of the Three Gorges Dam, which is the largest hydroelectric power generator in the world. Students will work on their projects during the trip. "We want to take a one-week river cruise up the Yangtze to see that," Fry said. "That way, we have a chance to see what's really happening as a result of technology, good and bad, and how it has affected people."

The Baylor team also hopes to collaborate more with other universities that will bring faculty, students and projects, Fry said. Leman envisions participants

a communications module; Leman, who taught opportunity recognition / validation, intellectual property, and transition to operations; and Fry, who taught team-building and project management. Robert Hisrich from Thunderbird taught financing the venture.

"Immersion is hard, but students are willing to do it," Leman said. "The students there last summer have tremendous confidence they can do this. Students come back knowing what they have, and they couldn't do that if they didn't have that immersion."



BAYLOR

graduate David Grubbs (BBA 2007) has had an entrepreneurial spirit since he was a child.

"When I was six, I remember taking a pad of paper and drawing page after page of rudimentary blue prints for a water park," Grubbs said. "There have been some crazy ideas that came along the way, but I always thought it would be really cool to start and own a company."

Today, that dream is a reality as Grubbs is the founder and CEO of Campus Collect, Inc. Grubbs developed the concept of Campus Collect as a freshman while taking the business plan course at Baylor University's Hankamer School of Business. In the course, entrepreneurially-minded students are challenged to develop a business plan around a unique business concept that they then implement.

"It was a completely new experience and I was hooked," he said.

After conducting extensive market research, Grubbs became convinced that students were often overwhelmed with managing their courses and other activities, and that student leaders were overwhelmed with leading their organizations. In response,

he and a partner developed Campus Collect. His firm provides essential services via Web and mobile devices that help established communities, organizations, and individuals organize, communicate and market.

Grubbs spent his first 12 years in Keller, Texas, before moving with his family to South Dakota and then California. However, Grubbs said he always thought of Texas as his home, and after graduating from high school, returned to Texas to attend college.

"I applied to a lot of schools on the east coast, west coast and everything in between," Grubbs said. "After touring schools, I realized that Baylor was the one. We walked around campus, and Baylor just felt like home."

His education at Baylor was instrumental in further developing his entrepreneurial skills to allow him to pursue his interest in Internet services. While learning technical skills was critical, the more important lessons came from being encouraged to "challenge and question everything."

"When speaking with customers, investors, or partners, people look for experience and a track record of strong performance," Grubbs said. "As a young person, you have neither, so what sets you apart is your ability to search tenaciously for well-researched and considered understanding. What I value most from my Baylor education was the

methodology used to evaluate and solve problems. The details of coursework may be forgotten over time, but the methodology on how to approach problems will apply throughout the rest of my life."

After years of focused work, Grubbs' firm has come to successful fruition. Currently, Campus Collect has expanded its services to five college campuses, with further expansion plans slated for 2008. Grubbs finds it very rewarding to see his customers using his services to help run their organization or organize their lives. However, he has learned that with the rewards come enormous amounts of work and responsibility.

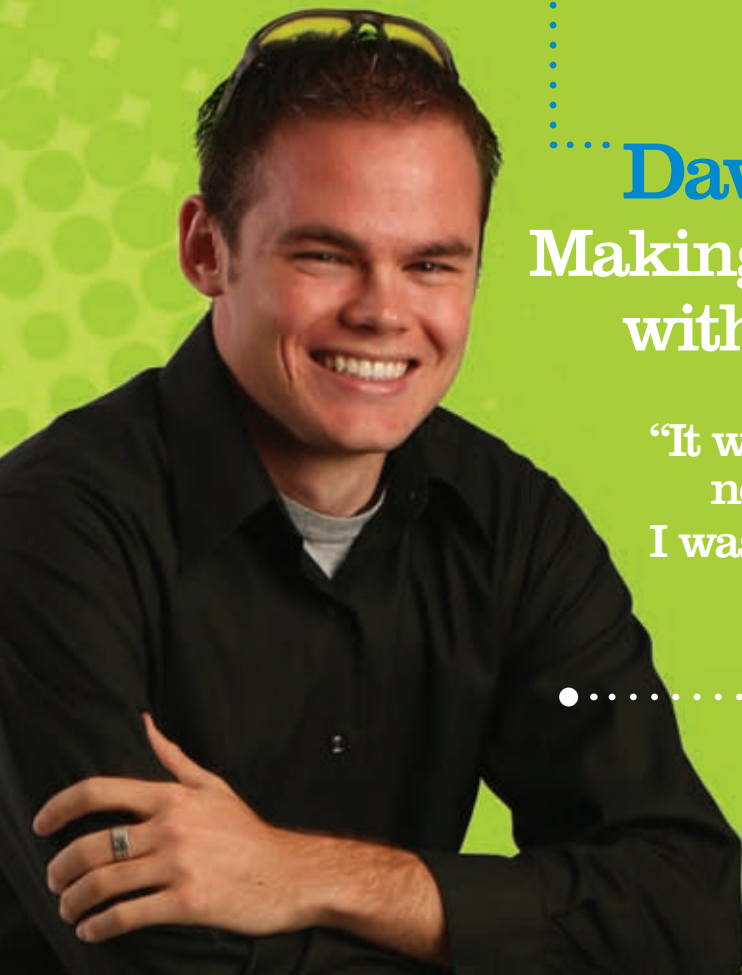
"Work as an entrepreneur follows you everywhere at all hours of the day and night," he said. "There are so many things that have to be done that stress can creep in from all directions."

Yet for Grubbs, the rewards of running his own company are substantial.

"To be honest, I was terrified of having a normal job in a cubicle crunching numbers for some big firm where I had little visible impact," he said. "As an entrepreneur, new and exciting things happen every day, and my schedule is decided on a day to day basis. Ultimately, running my own company allows me the opportunity to steer the company in the direction of my long-term vision."

David Grubbs : Making Connections with Campus Collect

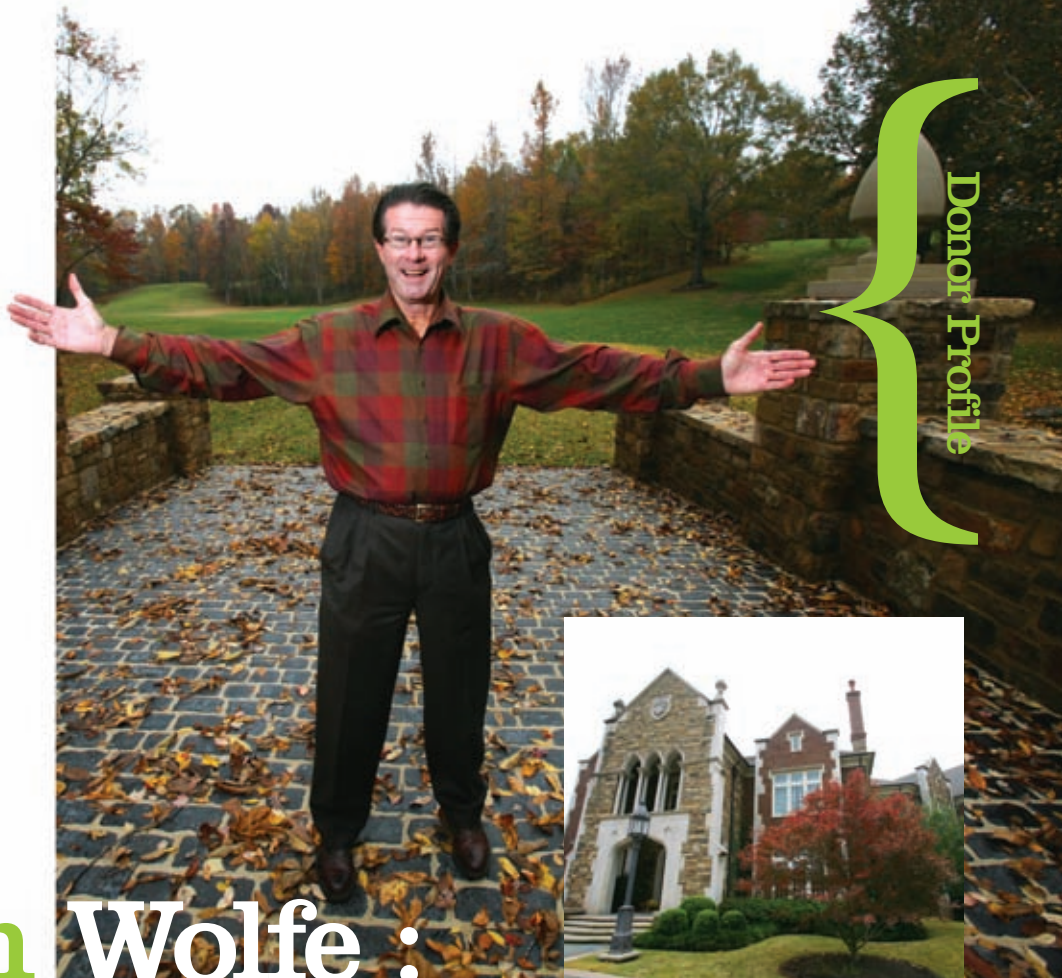
"It was a completely
new experience, and
I was hooked."



Entrepreneurship is about taking an idea and evolving it into an operating business. Making that business successful is the catch; however, Winston Wolfe had the right formula.

After attending Baylor in the early '60s, studying Psychology and Business, Wolfe began working at the First National Bank in his hometown of Memphis, Tenn. While working at the bank, he began hearing about a company named Great Southern Corporation, which was an importer of a variety of products from Asia. Wolfe was intrigued by the entrepreneurial aspect of Great Southern, and worked there for seven years before deciding to launch his own company that would concentrate on importing sunglasses from Taiwan.

Wolfe named his new business venture Olympic Optical Company, and for the first year, ran the company as a one-man operation out of his two-bedroom apartment. He also



Winston Wolfe : Looking

at the World Through Rose-colored Glasses

rented a storage unit across the street to keep inventory. Seated in a lawn chair with a small wooden table beside him, Wolfe would wait each day for the UPS delivery person to bring a shipment of sunglasses from Taiwan or pick up packages to be delivered to candy and tobacco jobbers for sale in small grocery stores. After a year of solo operations, Wolfe progressively hired more employees to help him run the company. Soon he began customization by imprinting the sunglasses with his or other companies' names.

"I was fortunate in that I had the psychological traits that allowed me to run and start a small business successfully," Wolfe said. "It was also good fortune that I found a product that I was passionate about."

Wolfe used that passion to diversify his company through advertising specialties and licensing of sporting and safety glasses.

The most successful segment of the company's history was the licensing of the Remington and Smith & Wesson names for sporting and safety glasses. Wolfe also began applying his interest in design to make the glasses more ergonomically acceptable, as well as stylish.

In 2005, after years of strong revenue and profit growth, Wolfe sold Olympic Optical Company to Jackson Products Company because they had expressed an interest in keeping the company intact and located in Memphis, which was where all of Wolfe's employees lived.

Besides creating tremendous value for his company, Wolfe found even greater pleasure in creating a distinctive culture within the

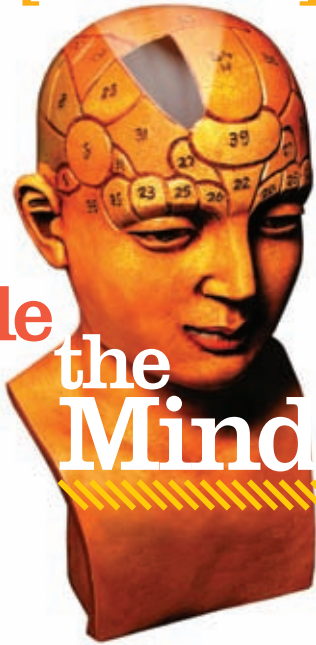


company. He held a record of employee tenure to be admired by any entrepreneur by the time he sold the company. Most of Wolfe's employees had been with him at least ten to twelve years, but a number had been with him for eighteen to twenty years.

When asked by others to identify the attractiveness of the company for those who worked there, without exception his former employees answer, "Winston treated me like I was part of his family."

[Business]

Inside the Mind of an Entrepreneur



CAN people be encouraged to be more entrepreneurial? What institutional conditions in companies or in nations lead individuals to feel empowered enough to propose and present new goods or services to the market? These questions lie at the heart of Dr. Jeff McMullen's research. After talking to dozens of entrepreneurs as an auditor, consultant and academic, McMullen began to believe that entrepreneurship was more about the convergence of particular elements than some distinct personal attribute that characterized all entrepreneurs.

Years of exposure to entrepreneurs from all walks of life had revealed some of them to be strong in some ways but weak in others, and "always flawed just like everyone else." These observations led to his study of the entrepreneurial act, instead of the entrepreneur, and to focus on understanding the psychology of entrepreneurial agency as opposed to the psychology of the entrepreneur. McMullen focused on what he saw as the most obvious difference between

entrepreneurs and others.

"They tried when others did not," he said. "I sought first to examine how knowledge, motivation, and opportunity came together to encourage entrepreneurial action and then sought to determine whether and to what degree institutional conditions influenced these action-enabling elements."

Last year, McMullen published a theory paper in the *Academy of Management Review* entitled, "Entrepreneurial Action and the Role of Uncertainty in the Theory of the Entrepreneur," which described how an elemental approach to entrepreneurial action could reconcile system-level theories from economics with individual-level theories from management and psychology. In the article, McMullen and co-author suggest that entrepreneurial action can be understood in terms of knowledge, motivation and opportunity.

"One way to think about it is like a crime in which you want to generate as many 'suspects' as possible," McMullen said. "In anticipation of opportunities likely to emerge from a changing environment, managers or policy makers must equip their employees with the motive and means to act."

McMullen said this crime drama analogy is not far-fetched if one realizes that both entrepreneurial action and criminal behavior violate the norms and conventions of society. Whereas crime violates norms in a socially destructive manner; however, entrepreneurship does it to provide social value.

Baylor Launches On-Campus Business Incubator to Support Entrepreneurial Ventures

A growing need to provide additional support for students and faculty who are developing new ventures paved the way for the creation of the Baylor Advanced Research Institute (BARI). This business incubator will provide

a wide variety of services to help students and faculty develop and commercialize new technologies. BARI will provide office space, mentoring, research and development, business planning, legal and computer support to help entrepreneurs develop successful businesses.

"In addition to opportunities for Baylor faculty and students, BARI will provide both established and start-up companies with the personnel, training and infrastructure necessary for creating new financially stable high growth enterprises," said Dr. Truell W. Hyde, vice provost for research at Baylor. "This will, in turn, enhance Baylor's research and education efforts by offering students, at both the graduate and undergraduate level, opportunities to work closely with industrial collaborators while experiencing opportunities outside of the traditional academic setting."

Bill Petty : Experience at its Best

After spending over thirty years working in academia, Bill Petty still looks forward to going to class every day.

Petty joined the Baylor faculty in 1990, and serves as a professor of Finance and the W.W. Caruth Chair in Entrepreneurship. He is also named a University Master Teacher, one of the highest honors bestowed by the university on a faculty member.

"There has not been a day in the past 17 years that I was not excited about coming to work," Petty said. "I have truly been blessed by the life-long relationships I have made during my years at Baylor."

Petty is a native Texan, having grown up part of his life on a ranch owned by his grandfather. He earned a BS in Marketing from Abilene Christian University, and later received his MBA and Ph.D. in Finance and Accounting from the University of Texas at Austin. Prior to joining Baylor, Petty taught at Virginia Tech University, Texas Tech University, the University of Texas at Austin, and served as the dean of the business school at Abilene Christian University.

Petty has served as the co-editor for the *Journal of Financial Research* and as the editor of the *Journal of Entrepreneurial and Small Business Finance*. He has been published in numerous finance journals and is the co-author of two leading corporate finance textbooks: *Financial Management and Foundations of*

"...to capture his students' attentions and challenge the way they think."

Finance; and is co-author of a widely used text, *Small Business Management*. He has also co-authored a book, *Value-Based Management: Corporate America's Response to the Shareholder Revolution*, (Harvard Business School Press, 2001).

International work is also a part of Petty's outstanding resume. He has taught in an executive MBA program in Thailand and China, and conducted seminars in Indonesia, Russia, Ukraine and Kazakhstan. With so much experience, Petty remains humble in his

accomplishments, while gaining the respect of others.

"I've been honored any time I've been able to teach with him," said Jeff Sandefer, founder of the Acton MBA program and president of Sandefer Capital Partners. "He knows his discipline inside and out. Perhaps most importantly, Bill

made a positive impact on her life not only within the classroom but also her post-collegiate years.

"Dr. Petty has a tremendous ability to capture his students' attentions and challenge the way they think," she said. "By inviting guest speakers, using real-life business cases, and enlisting student

cares deeply for his students, and it shows every time he steps into a classroom."

Tamara Sanderson (BBA '06), a former student and current consultant for Mercer Consulting, said Petty is a "one-of-a-kind" professor.

"Dr. Petty's entrepreneurial finance class taught me to use a logical and structural approach to solve high-level business problems," she said. "Out of all my classes at Baylor, his entrepreneurial finance class has been the most relevant to my career in strategy consulting." Sanderson said Petty has

participation, Dr. Petty is able to leave a lasting impact on his students. Now that I have graduated, I still grab coffee with Dr. Petty when I am in Waco and view him as one of my life mentors."

Aside from his life in academia, Petty enjoys reading, traveling and jogging – he was a runner in the 100th Boston Marathon. Petty and his wife, Donna, have two daughters and five grandchildren. He recently received the award for National Entrepreneurship Teacher of the Year from the Acton Foundation for Entrepreneurial Excellence.

Faculty Profile

BARI

Baylor Advanced Research Institute

BARI is located on the Baylor campus, housed within the 100,000 square foot Marrs-McLean Science Building. Additional technical support is provided through a partnership BARI has formed with Texas State Technical College (TSTC) in Waco. TSTC will provide technical training and assistance, and a technical workforce for new ventures located in the incubator.

A key element of BARI is to foster collaboration with outside groups that can assist budding entrepreneurs in transferring technologies from the lab to the market. For example, BARI's new agreement with the University of Stuttgart in

Germany to conduct joint research activities is intended to generate a number of high potential new businesses in both the science and humanities disciplines.

"BARI represents an important addition to the support we provide our student and faculty entrepreneurs," said David Allen, director of the John F. Baugh Center for Entrepreneurship. "Incubators like BARI are at the forefront of commercializing new ideas and technologies, and will be key to enabling our students and faculty to develop successful new businesses."

TEXAS FAMILY BUSINESS of the Year '07 awards

Part of the foundation of every successful business is building and maintaining personal relationships, and perhaps there is no stronger tie that binds than family. For the past eighteen years, the Institute for Family Business, a part of the John F. Baugh Center for Entrepreneurship at Baylor's Hankamer School of Business, has been celebrating the accomplishments of successful family-owned businesses by conducting the Texas Family Business of the Year Awards Program.

"Starting, owning and operating a family business is the foundation of the American dream," said David Allen, director of the John F. Baugh Center for Entrepreneurship. "It is our privilege to

honor the dedicated, hard-working risk-takers in the state of Texas who contribute so much to our economic and social well-being."

The program recognizes businesses whose families demonstrate a commitment to each other and to business continuity, and who are responsive to the needs of their employees, communities and industries.

"Family firms comprise 80 percent to 90 percent of all American business enterprises," Allen said. "Baylor is proud to recognize their efforts to succeed in the business arena while, at the same time, maintaining the family values which are so important to the moral fiber of our society."

Seventeen outstanding businesses were honored at the 2007 Texas Family Business of the Year Awards Banquet:

SMALL FAMILY BUSINESS

Poppa Rollo's Pizza – *Waco*

MEDIUM FAMILY BUSINESS

Williams-Pyro – *Fort Worth*

LARGE FAMILY BUSINESS

Harrison, Walker & Harper – *Paris*

COMMUNITY COMMITMENT AWARD

Herb's Paint & Body, *Richardson*

Triad Adoption dba Child Placement Center, *Killeen*

FAMILY VALUES AWARD

Pied Piper Pet & Wildlife, *Hamlin*

FASTEST GROWING AWARD

QT1 Apparel & Promotions, *Waco*

WELL-MANAGED AWARD

Concote Corporation, *Dallas*

FOUNDERS AWARD

Sames Motor Company, *Laredo*

HERITAGE AWARD

Citizens National Bank of Texas, *Waxahachie*

FINALISTS IN THE COMPETITION WERE:

Austin Gutterman – *Austin* ■ Azbell Electronics – *Waco*

Century 21 APD – *El Paso* ■ Claffey Pools – *Southlake*

Johnson Sewell Ford Lincoln Mercury – *Marble Falls*

Oliver Goldsmith – *Waco* ■ Truman Transfer & Storage – *Victoria*

HALL OF FAME AWARD WINNER-2006

Pulliam Pools, *Fort Worth*



For more information, contact Mary Abrahams at 254.710.4159 or visit www.baylor.edu/business/entrepreneur/tx_family_business.

Baylor Entrepreneurship Student Awarded Texas Business Hall of Fame Scholarship

Each year, the Texas Business Hall of Fame awards scholarships to students pursuing MBA degrees who will represent the next generation of Texas entrepreneurs. Chad Grief, a Baylor entrepreneurship student, is one of this year's winners of a \$10,000 scholarship.

Originally from Nashville, Tenn., Chad moved to Texas in 1997 to pursue his business degree, majoring in entrepreneurship. "I chose entrepreneurship because my father was an entrepreneur, and Baylor had one of the best programs in the country," said Grief.

After graduating from Baylor in 2001, Grief began working in his family's metal fabrication business, American Fabricators, Inc. Although the main operation is in Nashville, his family had located another facility in Waco. It was there that Grief began working in sales and operations. After four years of experience, Grief returned to Baylor to earn

an MBA. He is also an advisor for Baylor's Prison Entrepreneurship program and works with the Partners of McLennan County to promote entrepreneurial activity in the community.

"Working in a family business certainly has its own unique rewards and challenges, and Chad is a wonderful role model for other entrepreneurship students considering doing the same," said Kendall Artz, Director of the Baylor Entrepreneurship Program. "He is a highly talented entrepreneur and an even better person."

For Grief, family ties in the business have been enjoyable. "The greatest reward has to be working with my father," Grief said. "We have a great relationship and I have learned much from him in a short amount of time. I also enjoy the size of a family business because we are able to make quick decisions and not be held back by bureaucracy and politics."

With any successful business come a number of hurdles.

"One challenge you face in a family business is taking everything **so seriously**," he said. "You care so much about the success of the firm and your reputation that you think about it all the time."

"Another challenge will occur as my father and I begin working together on a higher level. This is where his way of doing things intersects with my ideas for change and improvement. I think we will work through the process well but it will take patience and understanding on both of our parts."

After completing his MBA in 2008, Grief and his wife will move back to Nashville to continue working in the family business.

"I will begin working with my father in the Tennessee operation and we will begin taking on the challenges of the marketplace together. I still have a lot to learn, but I am looking forward to it."



2007 National MBA Case Competition in Ethical Leadership

Students Use Entrepreneurial Skills to Solve Ethical Dilemmas

Entrepreneurs, like all decision-makers, repeatedly face ethical dilemmas as they seek to grow and manage their ventures. Recognizing these dilemmas, and understanding how to react to them, is a vital part of a student's educational experience. Student teams from MBA programs at Babson University, Baylor University, Clemson University, Pepperdine University, Texas A&M University, University of Arizona, University of Florida, University of Notre Dame and University of Washington had a chance to put their training to the test at the 2007 National MBA Case Competition in Ethical Leadership hosted by Baylor University's Hankamer School of Business.

Over a two-day period, the teams of MBA students studied an ethical dilemma involving the availability and usage of an innovative new technology developed by a small entrepreneur in the medical industry. The student teams were evaluated by a panel of judges on their ability to present innovative and comprehensive solutions. Pepperdine University earned first place honors in the competition. University of Florida came in second place and Baylor University placed third. Dr. Mitch Neubert, the Chavanne Chair of Christian Ethics in Business and director of the Students in Free Enterprise Program, coordinated the competition and was pleased with the event.

"We were impressed with the quality of the presentations and the thoughtfulness of the analyses," he stated. "The best solutions to the ethical challenges in the case balanced innovativeness with a clear sense of what is feasible to preserve and promote ethics."





New Faculty Add Experience to the Team

Steven Bradley
is an assistant
professor of
Management and
Entrepreneurship.

He received his Ph.D. in Entrepreneurship with a minor in Business Strategy from Indiana University's Kelley School of Business. Steve has extensive practical experience as an entrepreneur. Over the past ten years, he has been involved as the founder and manager of numerous businesses in the areas of engineering consulting, real estate, and product development and sales.



He holds an undergraduate degree in Chemical Engineering from the University of Texas, and a master's degree in Mechanical Engineering from Texas A&M University. Steve has worked as an engineer for McDonnell Douglas and Law Engineering in Austin, Texas. He has also conducted research for 3M at Ecole Polytechnique Federale de Lausanne in Switzerland.

Steve's teaching responsibilities are currently in the area of strategic entrepreneurship. He has played an important role in further developing program strength in social and technology entrepreneurship. Steve has numerous conference presentations at the Babson conference and the Academy of Management. His research interests are related to resources, environments and organizational survival. His work is currently under revision or submission in the *Strategic Management Journal*, the *Journal of Business Venturing*, *Administrative Science Quarterly* and the *Journal of Management*.

Jamie Collins is an assistant professor of
Management & Entrepreneurship and
possesses a wealth of entrepreneurial
experience.

He has served as a member of the management team of a private equity group, where he led due diligence and investment screening activities for the firm. He also has experience as product marketing and strategy manager for iVita Corp, a venture capital-funded software firm. In the corporate context, he was the business development manager for Koch Industries in Houston, where he was responsible for developing new innovative products and services. Jamie also previously worked as a financial analyst for McDonnell Douglas (Boeing) in Saint Louis.

Jamie received a BS in Finance from Missouri State University, and an MBA from Texas A&M University. He received a Ph.D. in Strategic Management & Entrepreneurship also from Texas A&M. He is currently working on research related to entrepreneurs' social networks, international entrepreneurship, and the link between entrepreneurs' personality profiles and the types of actions undertaken by their firms.

He has been published in the *Academy of Management Executive*, *Business Horizons*, *Corporate Ownership & Control*, and the *Journal of Engineering & Technology Management*. He also has presented his work at numerous major conferences including Academy of Management, Strategic Management Society and the Academy of International Business. Jamie is currently teaching strategic entrepreneurship.

His background in corporate entrepreneurship and venture capital will enable him to play a key role in developing further strength and initiatives in those areas.





Baylor Entrepreneurship Faculty & Staff

KENDALL ARTZ (Ph.D. – Purdue)

Director – Baylor Entrepreneurship Program

Chairman, Department of Management and Entrepreneurship
(corporate entrepreneurship, business planning processes)

RAY BAGBY (Ph.D. – South Carolina)

Robert M. and Louise Rogers Professor of Entrepreneurship

Editor – *Entrepreneurship Theory and Practice*
(new venture initiation, family business, business planning processes)

STEVE BRADLEY (Ph.D. – Indiana)

Assistant Professor of Entrepreneurship

(strategic entrepreneurship, social entrepreneurship)

JAMIE COLLINS (Ph.D. – Texas A&M)

Assistant Professor of Entrepreneurship

(strategic entrepreneurship)

KEVIN JOHNSON (Ph.D. – Indiana)

Assistant Professor of Entrepreneurship

(corporate entrepreneurship, strategic entrepreneurship)

GREG LEMAN (Ph.D. – Illinois)

Director – University Entrepreneurial Initiatives

Curtis Hankamer Chair in Entrepreneurship
(technology entrepreneurship, business incubation)

JEFF MCMULLEN (Ph.D. – Colorado)

Assistant Professor of Entrepreneurship

(social entrepreneurship, appropriate technologies,
entrepreneurial decision making)

LES PALICH (Ph.D. – Arizona State)

Associate Director – Baylor Entrepreneurship Program

Ben H. Williams Professor in Entrepreneurship

(international entrepreneurship, strategic entrepreneurship)

BILL PETTY (Ph.D. – Texas)

Professor of Finance

W.W. Caruth Chair of Entrepreneurship

(entrepreneurial finance, venture capital, entrepreneurial processes)

MARLENE REED (Ph.D. – Louisiana Tech)

Part-time Lecturer, Entrepreneurship

(small business strategy, venture initiation, international entrepreneurship)

JIM ROBERTS (Ph.D. – Nebraska)

Associate Professor of Marketing

W.A. Mays Professor of Entrepreneurship

(small business marketing)

JOHN SCHOEN (MBA – Arizona State)

Lecturer – Entrepreneurship

(family business, small business management)

ELIZABETH VAUGHN

Administrative Associate, Department of Management and
Entrepreneurship

John F. Baugh Center for Entrepreneurship

J. DAVID ALLEN (MBA – Baylor)

Director, John F. Baugh Center for Entrepreneurship

(entrepreneurial startups, venture capital, business planning processes)

MARY ABRAHAMS

Associate Director, John F. Baugh Center for Entrepreneurship

(international entrepreneurship, business planning processes)

MALINDA GREEN

Administrative Associate, John F. Baugh Center for Entrepreneurship

Faculty Entrepreneurship Fellows

WALTER BRADLEY (Ph.D. – Texas)

Distinguished Professor of Mechanical Engineering

(technology entrepreneurship, social entrepreneurship)

CYNTHIA FRY (MS - Alabama)

Senior Lecturer – Department of Computer Science

Assistant Dean of Undergraduate Studies –

School of Engineering and Computer Science

(technology entrepreneurship, international entrepreneurship)



This magazine is printed on FSC-certified Mohawk Options 100% PCW manufactured entirely with non-polluting wind-generated energy and contains 100% postconsumer recycled fiber. This paper is certified by Green Seal and by SmartWood for FSC standards which promote environmentally appropriate socially beneficial and economically viable management of the world's forests.

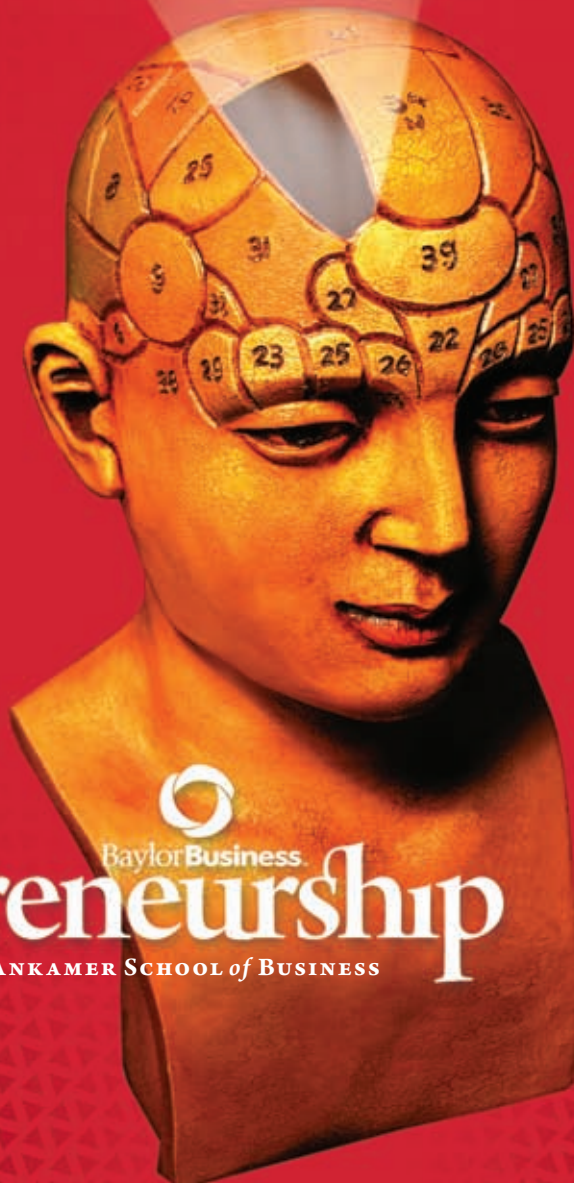
BAYLOR
UNIVERSITY
HANKAMER SCHOOL OF BUSINESS
One Bear Place #98006 | Waco, TX 76798

NONPROFIT
ORGANIZATION
U.S. POSTAGE
PAID

BAYLOR
UNIVERSITY

.....
FOSTERING LIVES *of* SIGNIFICANCE IN A WORLD *of* OPPORTUNITY

[Business]



Entrepreneurship

HANKAMER SCHOOL of BUSINESS