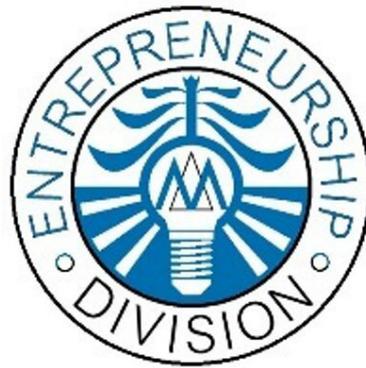


# A History of the Entrepreneurship Division of the Academy of Management



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Hans Landström and Jon Lindhe  
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“I wrote to the AOM president, Stanley Vance as I recall, requesting permission to have an interest group meeting room for the topic of entrepreneurship. They gave me a time in the convention room. I arrived there about 15 minutes early, in case someone else might show up then, but not knowing whether anyone else would come. There was no one until closer to the hour. Then people started coming in, and kept coming in until the room was full and crowding out into the hallway. After that it just kept growing.”

Karl Vesper, Initiator and ENT Interest Group Chair 1974

## The Early Years

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At the 1974 annual meeting of the Academy of Management (AOM) in Seattle, Karl Vesper held an organizational meeting for those interested in forming an Interest Group on Entrepreneurship. The scholars who were present decided to form the group as part of the Division of Business Policy and Planning. The Interest Group on Entrepreneurship remained fairly small throughout the 1970s, for example, in 1977 only 12 papers were submitted for the entrepreneurship program.

The early meetings of the group were fairly informal. The main concern was to elect a program chair, who was responsible for organizing the program for the following AOM meeting and managing the papers submitted to the group for review. Some of the leading scholars involved in the Interest Group during the early years were Arnold Cooper, Max Wortman, Leo Simpson, George Solomon, Mark Weaver, Harold Welsh, Frank Hoy, and Dick Buskirk. At that time entrepreneurship education was on the rise in the US. Between 1969 and 1976 the number of schools with entrepreneurship courses grew from 20 to 140 (Vesper 1982), but entrepreneurship research was still a minor field and PhD students were not encouraged to pursue an academic career within it.

“Entrepreneurship was not really being taught, and to claim a specialization in entrepreneurship was a kiss of death for a fresh PhD since he/she was not employable more or less. There was no serious body of research and very few research books.”

George Vozikis, ENT Division Chair 1988-1989

## The spirit of the times

However, by the end of the 1970s, the prerequisites for entrepreneurship changed. With large and respected US business schools leading the way, courses in entrepreneurship became established at many universities around the US. An influx of new funding, not least from individual entrepreneurs, enabled the creation of centers, chairs, and awards; meanwhile policy makers, politicians and the public started to take notice of the field.

“It is very difficult for anyone who is joining the division now to imagine what academic life was like at that point in time. This is in an era before the Internet, before cell-phones, and before laptops. When you think back and try to get a perspective on how things operated, not as much happened as people might imagine. The number of meetings we had was few. The communication among members between meetings was little and, as a consequence, a few people who were very interested in entrepreneurship could have an impact on the development of the Division, perhaps to a much greater extent than is possible today. At the same time it was not their full time endeavor. Almost everyone involved in entrepreneurship had a different, primary, academic home. The largest group of people interested in entrepreneurship came from the Business Policy and Planning Division, and I think that fact was reflecting what was happening in their home universities. No one was ever hired to be a professor of entrepreneurship, but someone already on the faculty who was interested in entrepreneurship was often warmly received when they offered to teach a course. There was also a real tension within colleges, between those who wanted a very practice oriented curriculum, and therefore were very interested in small business and entrepreneurship, and others who believed that there was a need for universities to disassociate themselves from practice in small organizations. So, when the interest group was formed it was viewed as a conservative and fine idea, and it was generally embraced by people with all different kinds of interests. It was seen as a positive development because it increased the interest of academy members in being more broadly involved.”

John A. Pearce II, ENT Division Chair 1986-1987



Karl Vesper, initiator of the Entrepreneurship Interest Group.

### Growing interest in entrepreneurship

At the beginning of the 1980s entrepreneurship and entrepreneurs became more and more popular outside of academia, and the membership of the Entrepreneurship Interest Group increased steadily. The members were involved in several activities to develop the group and the field of entrepreneurship research, for example, cooperation with other conferences and professional organizations such as the International Council for Small Business (ICSB), and sponsoring activities to organize doctoral consortiums during pre-conference activities of the AOM in 1982 and 1983.

One very important achievement of the group was the establishment of the Heizer Doctoral Dissertation Award in 1976. The Heizer Award was initiated with funding from the Heizer Corporation and its founder, Edgar F. Heizer Jr. The purpose of the award was, and is, to recognize and honor outstanding doctoral research in the area of new enterprise development. Today, the Heizer Award is the oldest continual doctoral award of the AOM and has been awarded almost every year, with a few exceptions when it was difficult to find an outstanding

thesis to award. The list of recipients of the Heizer Doctoral Award is shown in Appendix 3. A network system was also established among the members of the Interest Group in order to share information and research data, and throughout the 1980s more and more scholars from other fields became interested in, and conducted research on, entrepreneurship.

“The more that entrepreneurship attracted scholars engaged in other fields, the more research that was published by these people in general, the less easy it was to denigrate what was happening in entrepreneurship. If you were a good OB scholar, and you also contributed to entrepreneurship, then people were hesitant to be critical of entrepreneurship because they had respect for what you had achieved in an accepted field. So there was at least an opportunity for entrepreneurship to be recognized as a legitimate alternative, and it really made a difference.”

John A. Pearce II, ENT Division Chair 1986-1987

Despite the fact that entrepreneurship was on the rise, the entrepreneurship research community remained fragmented and individualistic (Landström 2010). This fragmentation was also present within the Interest Group. The scholars involved came from various backgrounds with a different academic focus. There were small business management scholars, business policy scholars and scholars primarily interested in start-ups. These people did not always see eye to eye.

“A concern I strongly had was that several of the scholars involved had a background in small business management and not entrepreneurship, and in the Interest Group there was a confusion of its focus on start-ups and small business management. The reason was that studying a small business, which was an organization already in operation was much easier than studying the process of start-up, since that was a flash event, here now and then gone into small business and possibly beyond. So, it’s easy to find and study small businesses and harder to study the start-up process. Aggravating this problem was the fact that the US Government’s Small Business Administration was offering money to schools to have students work on small businesses as consultants which gave schools, and their scholars, incentive to focus that way. But fortunately, the public was more interested in start-ups, spurred on by articles and new magazines in the subject like ‘Venture’, ‘In Business’, and ‘Inc.’ So, entrepreneurship prevailed, even though some academics condemned it as either something everybody knew all about or something nobody knew anything about, or something either not worth studying or not possible to study. The dean of the UCLA Business School was on record as saying the subject was not one any business school should pretend to study, and Stanford Business School’s dean was quoted in the media as saying “the proper focus of business schools should be on large, complex organizations.”

Karl Vesper, Initiator and ENT Interest Group Chair 1974



Arnold C. Cooper, one of the founding members of the Entrepreneurship Interest Group.

# Fight for full divisional status

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As the context of the field of entrepreneurship changed in the 1980s, so did the Interest Group. Karl Vesper left and focused on organizing the first Babson Entrepreneurship Research Conference in 1981. Meanwhile, a group of young scholars had become involved in the leadership and were more interested in formally organizing the group than senior scholars like Karl Vesper had been. One of these was William Gartner, a former doctoral student of Vesper, who became Chair of the Entrepreneurship Interest Group in 1984.

“Bill Gartner was in his first year as Interest Group chair, and he said that if we are going to become a division we need to have officers, we need to have a newsletter, we need to have an organization, we need to have bylaws and a constitution for the division.”

Barbara Bird, ENT Division Chair 1989-1990

At the business meeting that year, which took place at the AOM annual meeting in Boston, several decisions aimed to professionalize the group were taken. The organizational structure was expanded from one officer, the Chair of the Interest Group, to four officers, and for the first time the Interest Group published a newsletter. Barbara Bird, another young researcher, was appointed editor of the newsletter and the first issue appeared in November 1984. In the opening letter from the Chairman, the members of the Interest Group were informed of the changes in the group and that a constitution and by-laws were being drafted by Tim Mescon, then Chairman-elect.

“[...] it was kind of like if you were doing entrepreneurship research you were not part of the official club. The work that was done by people like Vesper in the beginning, and particularly by Bill Gartner, played an important role in making people understand that entrepreneurship was a legitimate field in its own right.”

Ian MacMillan, ENT Division Chair 1994 - 1995

## The Young Turks

Gartner and Bird were members of a network of young entrepreneurship scholars who defined themselves as the ‘Young Turks’ and were to play an important role in the development of the Entrepreneurship Interest Group for many years. They were the second generation of entrepreneurship scholars, walking in the footsteps of senior scholars like Sexton, Vesper and Timmons. They wanted their field of research to be taken seriously, and to achieve this they believed two things were necessary: more high quality entrepreneurship research had to be published, and the entrepreneurship Interest Group needed to be accepted by the AOM and turned into a full-fledged division.

“Bill Gartner was at the core of the group, it was Bill Gartner, Barbara Bird, Betsy Gattewood, Allan Carsrud and myself. Later Kelly Shaver and Connie Marie Gaglio joined. We were fortunate because we were a generation following the ‘lone wolf’ generation. The founding fathers, Sexton, Hisrich, Brockhaus, Hill, Birley [...] they were each solo entrepreneurship scholars in their school, and they were seldom understood by their colleagues, or they were even reviled by their colleagues. One of the reasons there were so many entrepreneurship meetings [around the US], was that these people needed to get together almost once a month [...] to stay sane, to build their networks, and show

mutual support. By the time Bill and Barbara and I showed up, the lone wolves had staked out a piece of earth and it was much easier for us to come in and talk about what would be the next step. “

Jerome Katz, ENT Division Chair 1991-1992

## Turning the Interest Group into a Division

The aim had been set in 1984. William Gartner outlined what was necessary to make the Interest Group into a Division and achieve the long term goal of gaining legitimacy for the field of entrepreneurship. During the following years, a number of steps were taken towards this goal. A statement urging the Board of Governors (BoG) of the AOM to grant the Entrepreneurship Interest Group full divisional status was included in the October 1985 newsletter for the members to sign their affirmation. That same year, three new committees were formed within the Interest Group: the Liaison Committee, the Research Committee, and the Teaching Committee. The forming of committees was a step towards making the Interest Group more formal and similar to the existing divisions with standing committees. In 1985, there were 14 individuals involved on a voluntary basis. Becoming a Division of the AOM proved to be rather difficult. The scholars involved in the Interest Group ran into some resistance from members of other, established divisions, not least the BPS Division, the members of which worried about being ‘cannibalized’ as in losing their members to a new, similar, division. There was also a concern among the Academy’s BoG that the field of entrepreneurship lacked a theory-base. Researchers who were highly respected within entrepreneurship were not necessarily well known outside that field, and the academy’s work of building theory as the fundamental mission of research could be compromised by including entrepreneurship.

“The Academy leadership showed some reluctance to approve an Entrepreneurship Division. They thought that the new division might cannibalize existing divisions, especially the Business Policy Division with which there was a considerable overlap of member interests. There was also concern that entrepreneurship did not merit a divisional status because it lacked an established and distinctive theory base and because it was principally supported by members whose interests were too practitioner-oriented and too little academic. The claim was made that the lack of strong academic research journals in the field weakened its petition for division status. Ultimately, these concerns were counter-balanced by the records of a core group of individuals who were distinguishing themselves in related fields and other Divisions through their scholarship and service to the Academy. We expressed our personal commitments to entrepreneurship and our desire to advance the field of management by including entrepreneurial considerations in the work we did. In fact, we argued, the academic rigor of theory building efforts in entrepreneurship would be heightened when they were placed under the greater scrutiny that elevation to division status would bring.”

John A. Pearce II, ENT Division Chair 1986-1987

There was also some personal resistance towards the ENT Interest Group from the AOM leadership and a few members on the BoG in particular.

“We had gone up [for review in the BoG] several times. We had been rejected several times and it really boiled down to a couple of people who were passionately against entrepreneurship.”

Jerome Katz, ENT Division Chair 1991-1992

There was a meeting in Atlanta on 31st January 1986, at which the entire leadership of the Entrepreneurship Interest Group; the Executive Committee, the Research Committee, the Teaching Committee, the Regional Liaisons Committee, and the Newsletter Group were present, a total of over 15 executive committee members. It was the first Midwinter Meeting of the Interest Group and the topic of discussion was strategy and structure. John A Pearce II, Frank Hoy and Tim Mescon prepared a full presentation to convince the BoG of the Academy once and for all that the Entrepreneurship Interest Group warranted full divisional status.

“By that time the Interest Group had done the homework, grown substantially and was positioned to become a Division. I was the ‘last chair’ of the Interest Group. John Pierce, Richard Robinson, Frank Hoy, George Vozikis, George Solomon and Jerry Katz were all engaged.”

Tim Mescon, Chair of the ENT Interest Group 1985-1986

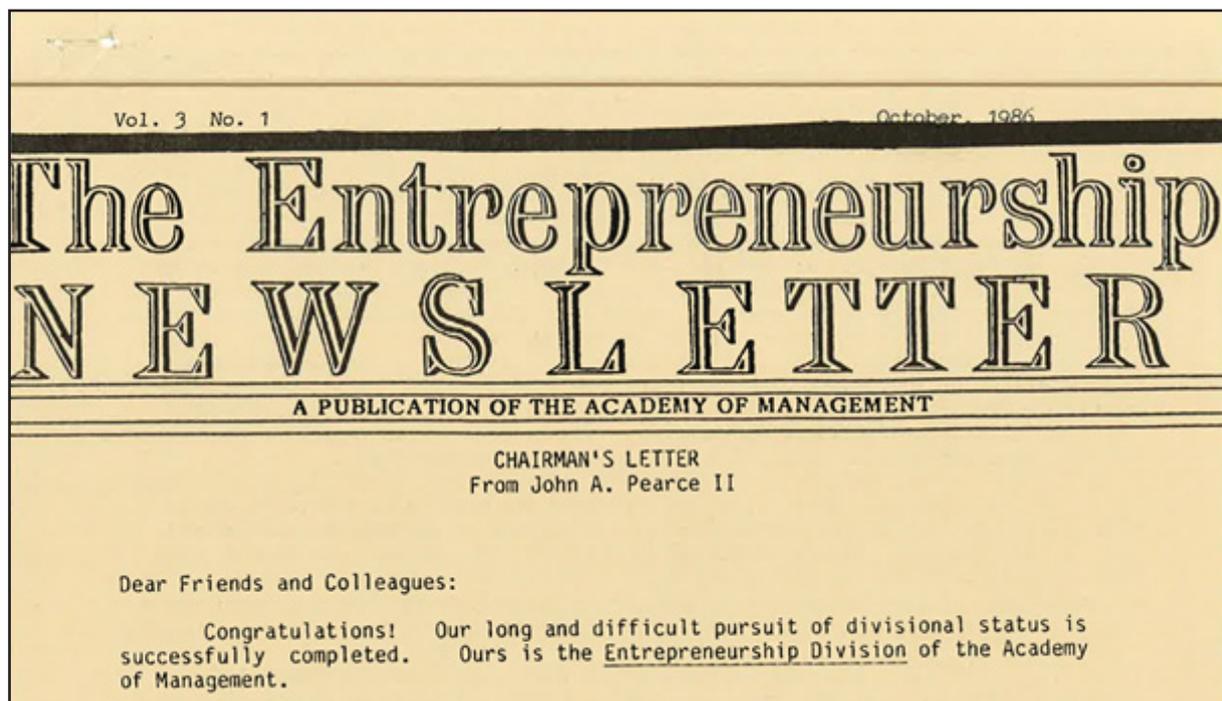


William B. Gartner, Chair of the ENT Interest Group 1984-1985 and one of the driving scholars behind the strive for divisional status.

# 1986 – The Division is established

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In the summer of 1986 the years of hard work finally paid off and the Entrepreneurship Interest Group was granted full divisional status. Tim Mescon, Frank Hoy and Bill Gartner presented the case for making the Entrepreneurship Interest Group into a Division, and Don Hellriegel moved to support their cause at the BoG meeting in Chicago in August 1986. The Motion was passed with 12 votes in favor to 3 votes against. John A. Pearce II took over after Tim Mescon and became the first chair of the division.



The above text is from John A. Pearce II's introduction to the October 1986 Newsletter.

Being approved and granted the status of a division of the AOM was a demonstration of credibility and legitimacy, not only for the ENT Division, but for entrepreneurship as a field of research. This increased credibility also meant that scholars who had been hesitant about publishing on entrepreneurship in the past joined in, which added to the burst of productivity and energy exhibited by the newly established Division.

## New status and new concerns

The new status brought a great deal of positive energy into the ENT Division, but also led to new concerns. It was no longer a part of the BPS Division and thus needed to survive on its own, both economically and organizationally. On top of that, gaining divisional status actually meant losing many members. The Interest Group had 1,326 members in 1986, but membership dropped to around 600 when it was granted divisional status. The reason for this was that the basic AOM membership fee only entitled an individual to be a member of two divisions at the same time, so people who had been Interest Group members but didn't regard entrepreneurship as one of their two main areas of interest naturally dropped out.

Growth was necessary as the funding the Division received from AOM was dependent on the number of members, and in the first few years there was only modest growth; from 666 members in 1988 to 706 members in 1990. This modest growth rate did not match the AOM as a whole, as the Academy grew significantly during the same period. In 1990, the ENT Division ranked thirteenth in size of the twenty divisions of the AOM. Gene Gomolka, who was the Chair of the Division at that time, argued for the importance of increased growth in the December 1990 newsletter. According to Gomolka, membership expansion was essential not only for the sake of the finances of the Division, but also to enable it to attract enough submissions to keep its allocated program space and time at the annual meetings. In order to increase the membership, all the officers were asked to contribute to making the ENT Division as attractive as possible.

A great deal of the responsibility was placed on the regional representatives of the division, as well as the newly appointed Membership Chair Harold Welsch. There was also a "Recruit-A-Colleague" program started in the early 90s, and the members of the ENT Division generally did their best to attract as many people as possible, even from other Divisions.

"We requested members at the BPS division to put entrepreneurship as number two instead of OB. Because there was a lot of overlap between strategy and entrepreneurship, people who belonged to strategy usually belonged to entrepreneurship. So we tried to convince the strategy people to put ENT as the second choice."

George Vozikis, ENT Division Chair 1988-1989

Another issue that had to be tackled was the by-laws of the Division, not least the election process of the officers. At the end of the 1980s the ballots were still attached to the newsletters and sent to the members by mail, which made it quite easy for the votes to be interfered with upon return. In addition, with an increasing number of members outside North America, a system dependent on paper mail was too slow and inefficient. The election process was changed in the early 90s.

## **The need for legitimacy**

At that point in time a continuous discussion within the ENT Division was how to define the domain of the Division. The members came from very different backgrounds, and deciding on what constituted "good research", turned out to be far from easy.

"The big battle was gaining voice, gaining legitimacy. Entrepreneurship was a relatively new discipline; it was poorly differentiated from economic development on one side, from economics on the other, and strategy on the third. [...] The other thing that took an enormous amount of energy was the definitional fights about small business versus entrepreneurial firms. People coming from traditional strategy and those that came from small business development centers had obviously another view than the entrepreneurship scholars and the new venture people who said that's old school. This battle did keep coming up in the Division. If you look at the domain statement of the Division and how it has changed over the years, it has become a little broader and the fights became less. But in the early 90s, it was amazing that people could get so upset, but they really were. That took a lot of the energy out. "

Jerome Katz, ENT Division Chair 1991-1992

# Building the Division and striving for legitimacy

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From its foundation, one of the main goals of the ENT Interest Group, and later the ENT Division, was to increase the legitimacy of entrepreneurship research. The field of entrepreneurship is rooted in small business studies and practically oriented research. As such, the field was always an underdog within the AOM, as the latter placed most weight on theory building. Striving for legitimacy, higher quality and more theoretical research therefore became tremendously important for the scholars of the Division. The fight for divisional status was but one part of this overall struggle, and organizational and economic issues aside, gaining legitimacy for entrepreneurship research, which was still a fairly small field in the late 80s and early 90s, remained the members overall concern.

“What were needed were better scholarship and more research. I think that was the single issue that we felt that the whole field needed. The other one, as the Division got one or two years in, was legitimizing the Entrepreneurship Division. We were now a Division, which is a little more legitimate than an interest group, but legitimizing entrepreneurship as a field of inquiry, different from strategy, and as a curriculum offering, a course offering that was distinctive and important.”

Barbara Bird, ENT Division Chair 1989-1990

## Activities to create legitimacy

There are several examples of initiatives taken by the ENT Division to strengthen the legitimacy of the ENT Division and the field of entrepreneurship, one of which is co-operation with other conferences such as the Babson Entrepreneurship Research Conference and the International Council for Small Business (ICSB). In 1988, the Research Committee of the ENT Division sent out a survey to entrepreneurship research centers around the US, in order to provide the members with information about the orientations and interests of these centers, and what type of research support they provided. In the same spirit, a partial list of endowed positions in entrepreneurship in the US was published in the fall newsletter of 1988. There was also an effort made to convince deans around the US of the need for entrepreneurship programs. Around 1990, the division leadership decided to focus specifically on entrepreneurship education. The first New Faculty pre-conference workshop was held that year with the intention of helping faculties that had taught entrepreneurship for less than three years to get up to speed quicker by offering them better resources and network opportunities. The workshop was described as a success and took place again the following year.

From the mid-1980s the members of ENT Division, formerly the ENT Interest Group, actively worked to improve the number and quality of research articles published in refereed journals like the Journal of Business Venturing, Journal of Small Business Management, and American Journal of Small Business (later Entrepreneurship Theory and Practice). Several journals published special issues focusing on entrepreneurship, and the number of entrepreneurship oriented articles in AOM publications increased. During the 1990s, there was a constant struggle to obtain more space in the academy journals and at the conference.

“In our world, it's all about the quality of research. At the end of the day, can the research penetrate? Not just the leading entrepreneurship journals, but the vintage ABS-rated journals in any discipline. “

Tim Mescon, Chair of the ENT Interest Group 1985-1986

## Creating professional and social activities

The ENT Division saw an unprecedented growth in financial strength during the early 90s and almost two thirds of the money came from external sources, a ratio that would continue and even increase over the years. The reason for this was that early on, the leadership of the ENT Division realized that there were many well-funded entrepreneurship centers around the US, which were funded by entrepreneurs who were naturally interested in sponsoring various forms of entrepreneurship activities.

“We were the only division in the AOM permitted to solicit funds on our own. Otherwise, all funds in the Academy had to go through the front office. The reason was, even in 1991 there were a large number of endowed positions in entrepreneurship, and a large number of well-funded centers. And we could go to them and say, will you give us \$500 for the doctoral consortium, for food etc. So, we explained to the Academy that these guys are not going to give money to you in the Academy; they are going to give to us in the Entrepreneurship Division. [...] As a result of that, although we were one of the smallest divisions in the Academy, we were one of the best funded and that continued to this day.”

Jerome Katz, ENT Division Chair 1991-1992

The strong financial situation made it possible to build a large cash reserve for use in different program initiatives. For example, in the early 90s the ENT Division was the first division in the Academy to offer Professional Development Workshops (PDW) on the days before the actual AOM Meeting. These workshops helped scholars improve the quality of their research, and hence increase the legitimacy of the whole field of entrepreneurship, but they were also a way for the division to attract people to the main event. Several new awards were initiated during the 1990s, for example, the Entrepreneurship Education Excellence Award established in 1992, the NFIB Dissertation Award in Entrepreneurship and Independent Business established in 1994, and the Fast Company Best High Potential/Fast Growth Paper Award established in 1999, to reward outstanding research in this specific area.

The sound financial situation of the ENT Division also made it possible to focus on doctoral students. As entrepreneurship was still a fairly small research field in the early 90s there were not many PhD programs, so the ENT Division invested a lot of energy and funds into improving the Doctoral Consortium. At the end of the 1990s the Kauffman Foundation became the key sponsor of the Doctoral Consortium, making it possible for the Division to pay the travel expenses of doctoral students at the consortium.

“We had support from the Kauffman Foundation, they provide doctoral dissertation grants. It seemed like a natural place to go searching for money to support the doctoral consortium and in fact, the first time around, I think also the junior faculty consortium. I wrote a small proposal to Kauffman and they funded it, the next year I wrote a bigger one and they funded that, and the next year...”

Kelly G. Shaver, ENT Division Chair 2003-2004

## Striving towards popularity: ENT - a social division

The ENT Division officers were not afraid of putting the extra money to good use, among other things spending some additional time and money on the annual social. This tradition was started in the late 80s, when George Vozikis was program chair.

“If you don't spend the money that was allocated to you, the AOM take it back. So in New Orleans, I decided that to hell with it, we are just going spend all the money. What is the best way? So I said we are going to put on the most beautiful spread for the reception that there is. We had shrimp and all kinds of things. The other divisions had like cheese and crackers. So, slowly a lot of people were migrating to our reception. That was another way we increased membership. People were coming and mingling and saw that we were a fun group. That was my contribution and it survived to this day.”

George Vozikis, ENT Division Chair 1988-1989

And the tradition really did survive, even after the ENT Division was allowed to solicit its own funds and the money that was not spent did not have to be returned to the Academy. As a service to the younger members of the Division, the doctoral students who attended the doctoral consortium were allowed to go to the social for free.

“When I became PDW Chair I was told ‘you have one job’, that is to make sure that the division social is fine and everyone has a good time. If you do that job, they will forgive you for everything in the next five years. If you don't do that job right, then you might just as well resign from the division.”

Kelly G. Shaver, ENT Division Chair 2003-2004

# 1990s – Extensive growth and increased internationalization

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The social activities and the Division leadership focus on member recruitment seemed to work, and the ENT Division grew at a steady pace, 13.7 % from 1992 to 1997 (ENT Division 1997 5-year Survey). There was a strong desire to grow even faster, for example, when Jerome Katz was appointed Division chair in 1991, he stated that he wished the Division to reach 1,000 members within two years. However, some members appear to have argued for the need to keep the Division moderate in size, as can be seen in the ENT Division 5-year Report from 1997.

“At every Executive Committee meeting since 1992, there has been active discussion regarding membership, what is the Division’s optimal size, and what is the best way to grow to that size. While it appears that there is little desire on the part of members to grow the Division to a 1,000 plus size as a number per se, there are several key markets within the field of entrepreneurship who remain attractive groups for inclusion.”

ENT Division 1997 5-year Survey

At the time of the 1997 business meeting in Boston, the ENT Division had 873 members and was a mid-range division of the AOM, ranked as tenth out of 20 divisions in terms of size. However, the division was growing fairly rapidly in one respect, namely member involvement.

## Organizational growth

The 1990s was a period of growing the organization and the creation of a committee structure within the Division, with seven new committees being added between 1992 and 1997, and two more between 1997 and 2002. These included: the Doctoral Consortium Committee, the Awards Committee, the AACSB Liaison Committee, the Innovations Committee, the Non-Traditional Academics Committee, the Distinguished Chairs Committee, as well as the Inter-Divisional Relationships Committee (between 1992 – 1997), the New Faculty Consortium Committee, and the International Liaison Committee (between 1997- 2002). Due to the increase in membership some new positions, such as Historian, Email Coordinator and Webmaster, were also added to the Division between 1997 and 2002. Members’ interest in becoming involved in the Division was high and the Division launched several special projects, which were staffed by members who could not form part of a committee. Among these special projects was a task force study of doctoral education, a committee to prepare the five year review report, a governance task force that examined and altered the division's constitution, and an ad hoc research sub-committee that studied entrepreneurship research published in leading management journals (Board of Governors’ Review Report 04-22-02).

The high level of member involvement was far from accidental. The leadership of the division had been striving to involve more members for years; for example, during her time as division chair (1996-1997) Patricia McDougall made it an explicit goal. There was a strong desire among the members of the ENT Division for more opportunities to get involved, which the leadership wanted to fulfill. In the ENT Division Self Study Report from 1997, AOM President Bill Starbuck complimented the Division on its proactive fundraising and high member involvement. However, he also pointed out that the elected office structure was a bit thin, and suggested that the ENT Division should add some representative-at-large representatives (RAL).

## The ENT culture

Bill Starbuck's critique of the elected office structure indicated an anti-bureaucratic mind-set among the Division leadership, and indeed an anti-bureaucratic culture within the whole ENT Division. Although a great deal had been done to grow the Division and increase membership involvement during the 90s, more red tape was never at the top of anybody's list. Many of the members came from an entrepreneurial background and their focus was on invention and growth.

"[...] in the division there was to a large degree, a sort of anti-bureaucracy attitude. We don't want to be bureaucratic. We are the cool, new kids on the block."

Barbara Bird, ENT Division Chair 1989-1990

Another aspect of the ENT Division culture was the close bonds formed between small networks of people in leading positions. At that time, the ENT Division was dominated by a couple of key entrepreneurship groups in the US. As the field of entrepreneurship grew during the 90s, so did the number of entrepreneurship centers and faculties. However, only a few universities had strong entrepreneurship programs at an early stage, and these became rather influential within the field, and hence within the ENT Division. There was also a hidden cost issue involved. To run for the Chair of the ENT Division was basically a five year commitment, which was quite expensive and time consuming. So in order to run a candidate needed extensive backing from her/his university or center. The universities with well-developed entrepreneurship programs were generally the only ones to offer this possibility. Therefore, groups of scholars from US universities such as Colorado, Babson, South Carolina, and Georgia became highly involved in the ENT Division, and as they already had their networks, cliques were formed within the leadership of the division.

Volume 14 No. 1Fall 1998

## ACADEMY REPORT

### San Diego 1998

ENTREPRENEURSHIP  
NEWSLETTER



**Hotel del Coronado a Hisrich Hit**

Did the Prince of Wales meet Wallis Spencer (who would become his wife in 1937) at the Hotel del Coronado? Entrepreneurship scholars gathered at the fabulous hotel to investigate this challenging research question.

In a unanimous burst of focused field work, scholars present visited the Windsor Cottage to collect plates full of evidence. Unfortunately, the Jamaican music, the beachside bar, and the warmth of conversation with old friends distracted even the most dedicated from the central research issue. The perfect California weather, the gleaming white sand, and the grand sunset contributed to the delinquency.

We do know that the Prince of Wales visited the hotel in 1920 during a round-the-world cruise. In addition, we know that Earl Spencer, Wallis' first husband, said that he and Wallis did attend the evening

**From the Chair**

**G. Dale Meyer**  
*University of Colorado  
- Boulder*  
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***Strategic Direction***

This year we embark on a strategy making process, which will carry us into and beyond 2001. I have created a new committee: Strategic Direction and Structure, which this year will be co-chaired by Nancy Upton and Kelly Shaver. This Committee will look into the positioning of the Entrepreneurship Division of the Academy given the burgeoning demand for entrepreneurship research and teaching worldwide. The Committee will also analyze our Constitution and by-laws to make recommendations on our entire structure for delivering on our mission and goals. The Committee is already at work and will meet face-to-face both in October in Washington, DC and at our mid-winter officer and committee meeting February 6, 1999. This Committee will provide the thrust of the dialogue for this mid-year meeting.

The Academy requires each Division and Interest Group to provide a "domain" statement, which is published on its homepage at

As the ENT Division grew the newsletter got more and more professionalized, but it was still managed by the editor and funded by his or her university.

# The New Millennium – Influx of International Members and Rapid Growth but Clouds on the Horizon

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“I think that the interest of research scholars outside the United States is the single greatest cause of the field’s strengthening in the last 30 years.”

John A. Pearce II, ENT Division Chair 1986-1987

As the 90s drew to a close the ENT Division continued to grow, from 873 members in 1997 to 1,176 members in 2001. 1998 was the first year that the Division had over 1,000 members, although there was a slight set back in 2000 when the number dropped to 984. The fast growth of the division caused Kelly G. Shaver in his 2004 Chair’s Report to describe the Division as a “high-growth business”. There was also an influx of international members and PhD students, thus many of the goals that the Division had worked towards since the late 1980s seemed to be achieved.

“Engagement by international academics really started around the time I served as program chair. I recall Benson Honig really leading the charge for more opportunities and we created at some point the International Committee and International Liaisons [...] after that point, the presence and productivity of international scholars really took off.”

Tom Dean, ENT Division Chair 2001-2002

There were several reasons for the influx of international division members at the beginning of the new millennium. The leadership of the Academy of Management was pushing its divisions to recruit members from outside the US, offering scholarships and international networks. The ENT Division created an International Liaison Committee in 2002. It was intended to serve as a bridge between the Division and international members, and potential members, outside the US. The Division’s International Committee had been doing recruiting work outside the US since the 90s, however, a few years later the two committees (the International Liaison Committee and the International Committee) were merged, as having two similar committees was deemed problematic due to overlap and communication difficulties. Another reason for the influx was that entrepreneurship research was growing outside the US, especially in Europe. And although there were European journals, the American ones were still considered more prestigious, while American conferences were larger and more influential than European ones.

“The ENT Division was the most legitimate and most visible venue, if you would get published in American journals. [...] This worked to our advantage. You also had people like Frank Hoy, Bob Hisrich, Howard Aldrich, and Bill Gartner, who were very involved with activities overseas and were basically saying that ‘Guys, you need to know this, you need to be aware of this, these are opportunities’, but also they were literally recruiting people and alerting people and getting people to submit papers [to the AOM meetings].”

Jerome Katz, ENT Division Chair 1991-1992

However, there were problems along the way. For example, in the membership surveys from 1997 and 2002, the lack of opportunity for entrepreneurship researchers to publish articles in the AOM journals is addressed. Some expressed concerns that research in the field was not as rigorous as that of other divisions, whereas others argued that there was no strong presence of ENT Division members on the editorial boards of the journals and as a result, entrepreneurship was not given the space it deserved.

“There is a perception that the Academy journals are not very receptive to entrepreneurship articles. A recent study by the Division Research Committee suggests that entrepreneurship-related articles published in Academy journals are a significantly lower percentage of total articles published than is membership in the Entrepreneurship Division as a percent of the Academy’s total membership. This poor representation of entrepreneurship articles in the journals may be due to two factors. First, the lack of theory in the field, and/or submission rigor may be at fault. But it may also be due to journal policies and procedures that make it more difficult to publish entrepreneurship articles. Many believe that the Division is under-represented on Academy Editorial Boards and reviewer lists.”

ENT Division 2002 5-year Report

## **A positive evaluation in 2002**

In 2002, the ENT Division was renewed by a unanimous AOM BoG decision and the Division received a rather complementary review in which it was described as a “vibrant, healthy ‘can do’ division” (AOM Entrepreneurship Board of Governors’ Review Report 04-22-02). The Division was complimented on its high growth rate, significant increase of program submissions and healthy financial situation. Between 1997 and 2002, the ENT Division spent around \$20 per member each year, which was quite high, compared to other divisions within the AOM. The BoG specifically mentioned the formation of the Grants and Endowments Committee as a positive step, as the work it did was much appreciated by the members of the Division.

## **... but clouds on the horizon**

However, not everything in the BoGs’ review was positive. They pointed out that 19% of the members who answered the Division’s Membership Survey in 2002 expressed concern about their access to division leadership; 13% moderately agreed, and 6% strongly agreed with the statement “that access to leadership positions is controlled by a self-perpetuating elite group” (2002 ENT Division 5-year Report). Although a few steps were taken as a response to the members’ concerns regarding the division leadership, including a re-modeling of the Representatives at Large (RAL) system, the criticism of the ENT Division leadership was a recurring issue in the membership surveys, and one that the Division would struggle to tackle for years to come.

# Strong Criticism of the 2007 5-Year Report

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In the early 2000s the ENT Division saw a rapid growth in membership, and in 2006 the Division had 2,052 members, making it the eighth largest in size of the whole Academy. Between 2002 and 2006 the growth rate was around 64 %, almost twice as high as that of the AOM in general during the same period (ENT Division 2007 5-year Report). However, some of the problems hinted at in the 2002 5-year Report now started to become a real issue. As the Division grew faster than ever, the governance structure was unable to totally keep up, and the situation was exacerbated by the anti-bureaucratic culture within the Division.

“I think it's a cultural thing. I think this goes to a basic naive assumption among entrepreneur scholars and business scholars. There is an unspoken assumption that if you don't grow you die, growth is good. [...]However, unbridled growth is not good! We were not attentive to the limits of growth and the problems associated with rapid growth.”

Barbara Bird, ENT Division Chair 1989-1990

In addition, there was extensive confusion within the leadership of the division concerning the compilation and writing of the 2007 5-year Report. As a result of these problems, which involved some last minute leadership changes due to health problems, the report was not finished on time, nor was the membership survey, and when it was finally handed over to the AOM Division and Interest Group Relations Committee (DIGR) under the chairmanship of Karen Golden-Biddle, it received somewhat of a hatchet job.

“Based on the report, the committee is concerned that this is a division whose growth may be outpacing its ability to manage its efforts. Indeed, the report raised rather than lowered committee member concerns. The fact that ENT was not able to conduct either its survey or its 5-Year report in a timely fashion is perhaps the strongest indicator of this challenge.”

Feedback on the 2007 ENT Division 5-Year Report

The DIGR criticized the ENT Division's 5-year Report for not being thorough enough and for gold-plating the status of the division. Due to the ENT Division's failure to finish the report on time, it was not presented to the BoG in April 2007 as usual, but in August that same year. The DIGR Committee also criticized the Division itself on a range of issues, including a faulty organizational structure with too much responsibility and authority invested in the Division Chair, difficulty appointing key officials (Newsletter Editor), a newsletter that was lacking in quality and a website in dire need of updating. Because of the concerns expressed by the DIGR, the BoG decided to postpone its decision to renew the ENT Division, and instead requested the leadership of the Division to develop a detailed plan to address these challenges.

“What we felt at the time was that the criticism was justified, in the sense that we had not managed the reporting. The criticism was justified in the sense that the way the division was managed created a risk for bad member service. But, it had not actually happened. That was what I felt at the time.”

Per Davidsson, ENT Division Chair 2010-2011

In order to tackle the DIGR's criticism and meet the BoGs' demands, the Executive Committee of the ENT Division and the new Division Chair, Timothy Stearn, formed a taskforce in August 2007, the same month the DIGR review was received. The taskforce was made up of the elected officers and RALs of the Division, the secretary, the treasurer, and parliamentarians. During the fall of 2007 the taskforce conducted meetings (via conference calls) every 4-6 weeks in order to discuss the problems at hand and prepare recommendations for the upcoming ENT Midwinter Meeting, which was due in February 2008. More than 30 division members attended the Midwinter Meeting, at which it was decided that steps must be taken to address the criticism, strengthen the Division, and respond to the DIGR review. To ensure institutional memory, an advisory group called the Continuity Council was created, comprising the immediate past Division Chair, the Historian of the Division and three former Division Chairs. Ronald Mitchell, ENT Division Chair 2008-2009, was one of the ENT Division officers who played an important role in the restructuring of the Division, and negotiations with the BoG at the Academy.

“Ron basically was the person who was able to sit down and start a conversation with the board [BoG], and said: ‘What are your current concerns? What do you want to see? What do you think would make this work?’ And they did respond to that. He [Ron Mitchell] went through everything they said, he gave them feedback and said here is how we have done it. A lot of the things they wanted we had actually done, but no one had said so to the board [of governors] in a way that resonated with them.”

Jerome Katz, ENT Division Chair 1991-1992

Several actions were taken in order to improve the governance and organization of the Division. For example, the structure of the Division was aligned to support its growth, and among other things, the ratio of RALs was increased to 1 RAL per 250 members and the duty of the RALs was updated. A proposal to restructure the Standing Committee was prepared for presentation to the membership for a vote. In this respect, some of the changes included the creation of a Historian's Committee and a Communication Committee. It was also decided that the best way to respond to the Review was via an Addendum and an item-by-item response. These documents were submitted to the DIGR in March 2008, and thus the immediate crisis was solved.

“In the end, the kick in the butt given by AOM, in combination with good and dedicated leadership, [...] led to dramatic improvement of the Division's governance. There was also a perceived problem of cliquishness of the leadership, which I think has been dealt with successfully.”

Per Davidsson, ENT Division Chair 2010-2011

# The ENT Division Becomes Strong and Truly International

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The hard work performed by the Division leadership and the Response Taskforce paid off. The Division was finally renewed by the BoG and over the course of the following years there was a high growth rate and increasing internationalization. Between 2006 and 2011, ENT Division membership rose by twenty five percent to 2,751 members, making it the sixth largest division within the AOM. Once again the growth rate was substantially higher than that of the Academy in general, more than double in fact, and the five year period also saw a sharp increase in numbers where the ENT Division had previously lagged behind the Academy: the share of international members.

The international membership increased by 55.6% from 2006 to 2011 and in 2011 there were 1,217 international members, almost as many as the 1,534 American members (ENT Division 2012 5-year Report). This change had a clear impact on the whole organization, as international members became more visible in every part of the Division, especially within the leadership. For example, between 2006 and 2011 there were three back to back chairs from outside the US: Eileen Fischer from Canada, Per Davidsson from Australia/Sweden and Mike Wright from the UK, and in the coming years there will be additional international officers (Carlo Salvato from Italy, Alain Fayolle from France and Christina Guenther from Germany). One significant fact is that in 2011 the number of international reviewers actually surpassed that of the US ones, representing 51.4 %. International members were clearly taking part in the scholarly process: between 2007 and 2011, seven out of sixteen finalists and winners of the Heizer Doctoral Dissertation Award and NFIB Award were international members.



At the end of 2000s the ENT Division was truly international, for example, the Feb 2011 Midwinter Meeting was held in Brisbane. From left to right: David Audretsch (program chair), Per Davidsson (Chair), Franz Lohrke (secretary), Tom Lumpkin (RAL) , Eileen Fischer (past chair) and Roxanne Zolin (RAL). On screen in Nottingham: Mike Wright (chair-elect) with his assistant. On screen in NY: Jill Kickul (RAL/teaching committee chair) Tim Reed (Treasurer), Ted Baker (research committee chair), Dawn DeTienne (Communication Committee chair), Sharon Alvarez (assistant program chair).

The Division's financial situation remained strong, with funding growing from \$19,000 in 2007 to \$25,000 in 2011 and sponsorship income ranging from \$65,000 to \$104,000. Thus, the ENT Division continued the pattern established in the early 90s, where external income greatly surpassed allocated funds from the AOM. The 2012 ENT Division 5-year Report, written by the Review Committee under the chair of Mike Wright, passed its BoG review without any problem. The AOM reviewers were especially impressed by the ENT Division's fast growth, solid financial situation and strong sense of community.

"Membership growth is strong, outpacing that of AOM, along with growth in submissions to the division's programs. ENT has exhibited an ability to attract outside sponsorship money and with it, have used financial resources for research awards and doctoral student benefits. We applaud the ENT division for engendering a strong sense of community among its members, along with its increasing growth. This is an area where most divisions struggle."

#### 2012 ENT Review Feedback Letter

The 2011 membership survey revealed several positive results, suggesting that the structural changes made after the 2007 5-year Report have had the desired effect. In this respect, 92 % of the members who responded to the survey stated that they were satisfied or better, and 60 % said they were very or extremely satisfied with their membership of the ENT Division. The majority of the respondents also seemed to be satisfied with the leadership of the division: 93% stated that they were satisfied with the "fairness and openness of the election process" and 86 % expressed satisfaction with "the responsiveness of division officers to member concerns". 78 % of the respondents felt satisfied with the ability of interested members to become leaders in the division (ENT Division 2012 5-year Report).

# The ENT Division: A Retrospect

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Entrepreneurship research today is miles apart from where it was in the early 1970s, and likewise, the Entrepreneurship Division of today is quite different compared to the early Interest Group. What started out as a small and fragmented arena; an opportunity for scholars interested in a new and devalued research subject to meet each other, exchange ideas, and form networks, turned in to one of the largest divisions of the Academy of Management.

One major characteristic of the ENT Division is its extensive growth of members. Already a few years after its establishment in 1974, the Interest Group was growing fast, and thanks to hard work by a new generation of younger entrepreneurship scholars, the Interest Group was granted divisional status in 1986. By the mid-80s it had well over a 1000 members and the number of members grew at a steady pace during 1990s. From the turn of the millennium there was a new large influx of members, at this point in time from international scholars.

Another characteristic of the ENT Division has been the anti-bureaucratic mindset and culture within the Division. Even if the organization grew extensively, many officers as well as members felt that increased bureaucracy wasn't the entrepreneurial way to manage the division. This entrepreneurial mentality has created a lot of new initiatives and the ENT Division could be seen as a forerunner for many new activities within the AOM, but the mentality and clique-building within the leadership also created a lot of problems when the Division's organization did not keep-up with the growth of the number of members.

Finally, through active fundraising and shrewd politics the ENT Division became one of the richest divisions within the AOM, and the extra money was put to good use. For example, helping doctoral students and, not least, making the yearly social into something quite special, this in turn made the Division rather popular.

Today most of the things the early members of the ENT Division set out fighting for have come about. The field of entrepreneurship has most certainly been recognized as an important area of research by most of the academia and the public. The Division membership is today truly international with almost half of the members coming from outside the US, and the ENT Division is one of the core meeting places for entrepreneurship researchers throughout the globe.

“I suppose the Division just rose with the tide like the rest of us.“

Karl Vesper, Initiator and ENT Interest Group Chair 1974

# Looking Forward

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While working on this document we have been in contact with several of the scholars involved in the leadership of the ENT Division during the years. These scholars have shaped the division into its current form and therefore we felt it would be interesting to hear their thoughts about this development; the division's current state and its future. Here are some voices:

"Considering its modest and uncertain origins, the current position of the ENT Division today is astonishing. Who could ever have imagined that the small gatherings initiated by an adventurous handful of scholars were the seeds planted that would result in one of the largest and most dynamics divisions in the Academy. What impresses me the most about the Division today is its intellectual vigor, openness and diversity, resulting in a community that reflects the best traditions in the Academy. The Entrepreneurship Division has clearly emerged as the most important focal point for scholarship and research.

David Audretsch, ENT Division Chair 2012-2013

"The position today is very strong in terms of number of members. We also got a great result in the 2012 5-year review that helped us considerably internally within the Academy. We have come a long way and achieved legitimacy and acceptance that has been hard won. ... However, there is still a deep-seated legacy of disdain, if not disrespect, for entrepreneurship research and indeed teaching in many business schools. I think that there is an important need to recognize the evolution of disciplines over time. Disciplines do not emerge fully formed and accepted by existing disciplines but do so over time. Strategy is now well-established as a rigorous discipline but it wasn't always the case. Going back further one could say the same about management, finance, economics, sociology, marketing, operations, etc. What is important, I think, is that to become accepted, there has to be a rigorous body of research. I think that ENT has a crucial role to play in helping this development along. ENT can continue to play important roles both through the prizes to recognize research excellence and its workshop program to support doctoral, early career and mid-career colleagues. But I think that ENT can also play an important reach-out role to the business school community to promote the strength of entrepreneurship research and teaching."

Mike Wright, ENT Division Chair 2011-2012

"I feel that the division is strong and I strongly encourage young PhDs and junior faculty to actively participate. That being said, with the growing interest in entrepreneurship, there are more and more forums, especially internationally, for people to participate in. Considering the financial constraints that many faculty members have, this may mean that not all that would like to participate with AOM can participate. It may make sense for the division to consider an assessment of other venues and maybe even develop some liaisons with those groups."

Andrew Zacharakis, ENT Division Chair 2004-2005

“The ENT Division seems to be in a good, solid position but past victories don't last forever. Quality of leadership and organizational systems and memory can lapse again very easily. We have to stay on our toes.

The last couple of decades we have seen not only quantitative growth, but also increasing theoretical and methodological sophistication. Regrettably this has happened within an overall research tradition riddled by some fundamental shortcomings which have not been addressed. After decades of ignored complaints about HARKing, misuse of statistical significance, theory fetish and lack of replication things really seem to start to happen (e.g., large scale replication programs in psychology and economics; radical policy change by SMJ regarding significance). This will affect our field and it would be great if entrepreneurship could take a lead in developments towards a sounder research culture, which is also inclusive of a broader set of types of scholarly contribution.”

Per Davidsson, ENT Division Chair 2010-2011

“The Division is in a fantastic position today. The field of entrepreneurship is vibrant. The popularity of the phenomenon may be at an all-time high, and efforts to stimulate new ventures continue to expand. ... But perhaps most importantly, the world is changing so rapidly that the processes of entrepreneurship will without doubt continue to be at center stage. Within the AOM, the activity and energy may be at an all-time high. International scholars continue to play an increasing role and scholars from other disciplines, such as strategic management and institutional theory, increasingly engage on related topics with new perspectives. The challenge we face may very much parallel that of the rest of the academy, which is relevance. For various reasons, the academy seems to struggle with application and speaking to practitioners. The Division emerged as a highly applied group, and that was one of its appeals. I think this is still true today, but remaining relevant is a key to our success, as well as one of our competitive advantages over other disciplines, both within and beyond the broader field of management.”

Tom Dean, ENT Division Chair 2001-2002

“I think, what is happening at the academy is that we have become hyper focused on research. Sometimes we lose sight of the value of world class instruction and connectivity linkages with the world of practice. I think part of the challenge to the discipline is maintaining roots in all three camps, the world of entrepreneurship, the world of entrepreneurship practice, and that includes social entrepreneurship as well, it's all tied, it's all connected. The quality is always driven by the research, but you've got to be sensitive, in this field, what is taking place in the classroom.”

Tim Mescon, Chair of the ENT Interest Group 1985-1986

“As colleges and universities adjust to the rising public demands for accountability and value added, research that addresses the utilitarian societal needs for meaningful job creation and economic vitality will continue to gain momentum. The Entrepreneurial Division is well positioned in this environment to provide leadership for the field because of its research orientation, rigor, membership size, scope, and history.”

John A. Pearce II, ENT Division Chair 1986-1987

# Appendix

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## Interest group chairs

Year	Name	University
1974	Karl Vesper	U. of Washington
1975	Jeffery C. Susbauer	U. of Cincinnati
1976	Jeffry Timmons	Northeastern U.
1977	Robert Brockhaus	St. Louis U.
1978	William Naumes	Clark U.
1979	Bruce Kirchoff	U. of Nebraska at Omaha
1980	Robert Coffey	U. of Southern California
1981	Donald Sexton	Baylor U.
1982	Al Shapero	Ohio State U.
1983	John Hornaday	Babson College
1984	William Gartner	University of Virginia
1985/86	Tim Mescon	U. of Miami

## Division chairs

Year	Name	University
1986/87	John A. Pearce II	George Mason U.
1987/88	Frank Hoy	U. of Georgia
1988/89	George Vozikis	Memphis State U.
1989/90	Barbara Bird	Case Western Reserve U.
1990/91	Eugene G. Gomolka	U. of Dayton
1991/92	Jerome Katz	St. Louis U.
1992/93	Elizabeth Gatewood	U. of Houston
1993/94	Harold P. Welsch	DePaul U.
1994/95	Ian MacMillan	U. of Pennsylvania
1995/96	Max S. Wortman Jr.	U. of Delaware
1996/97	Patricia P. McDougall	Georgia Institute of Technology
1997/98	McRae C. Banks	Worcester Polytechnic U.
1998/99	G. Dale Meyer	U. of Colorado at Boulder
1999/00	Nancy Upton	Baylor U.
2000/01	Robert Hisrich	Case Western Reserve U.
2001/02	Thomas J. Dean	U. of Colorado
2002/03	Alex Stewart	Marquette U.
2003/04	Kelly G. Shaver	College of William and Mary
2004/05	Andrew Zacharakis	Babson College
2005/06	Timothy M. Stearns	California State U. Fresno
2006/07	Shaker A. Zahra	U. of Minnesota
2007/08	Timothy M. Stearn	California State U. Fresno
2008/09	Ronald K. Mitchell	Texas Tech U.
2009/10	Eileen Fischer	York University
2010/11	Per Davidsson	Queensland U. of Technology
2011/12	Mike Wright	U. of Nottingham
2012/13	David Audretsch	Indiana U.
2013/14	Sharon Alvarez	U. of Denver
2014/15	Harry Sapienza	U. of Minnesota

## Membership development

Year	Academic	Emeritus	Executive	Students	TOTAL
1986	–	–	–	–	1326*
1988	–	–	–	–	666
1992	573	14	63	49	699
1996	575	9	43	168	795
2000	723	14	55	192	984
2005	1219	18	122	474	1833
2011	1,884	31	135	701	2751
2015	1990	37	133	642	2802

\* Number of members before the Interest group was granted divisional status.

## Awards

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### The Heizer Doctoral Dissertation Award in New Enterprise Development

The Heizer Award was established through the original sponsorship of the Heizer Corporation, and the continuing sponsorship of Mr. Edgar F. “Ned” Heizer, Jr. Its purpose is to recognize and honor outstanding doctoral research in the area of New Enterprise Development (Ronald Mitchell 2008).

Year	Author	Institution	Dissertation Title
1976	E. Ralph Biggadike	Harvard University	Entry, Strategy and Performance
1977	Norman F. Fast	Harvard University	The Evolution of Corporate New Venture Divisions
1980	Richard B. Robinson	University of Georgia	An Empirical Investigation of SBDC Strategic Planning Consultation Upon the Short-Term Effectiveness of Small Business in Georgia
1982	Jeane Schere	The Wharton School	Tolerance of Ambiguity as a Discriminating Variable Between Entrepreneurs and Managers
1983	William B. Gartner	University of Washington	An Empirical Model of the Business Startup, and Eight Entrepreneurial Archetypes
1984	Robert K. Kazanjian	The Wharton School	The Organizational Evolution of High Technology Ventures: The Impact of Stage Growth on the Nature of Structure and Planning Process
1985	William R. Sandberg	University of Georgia	The Determinants of New Venture Performance: Strategy Industry, Structure and Entrepreneur

	John E. Butler*	New York University	Opportunity and Entrepreneurship: Strategic Links in the Competitive Process
1988	Patricia Phillips McDougall	University of South Carolina	An Analysis of Strategy, Entry Barriers, and Origin as Factors Explaining New Venture Performance
	Henry R. Feeser*	Purdue University	Incubators, Entrepreneurs, Strategy and Performance: A Comparison of High and Low Growth High Tech Firms
1989	William D. Bygrave	Boston University	Venture Capital Investing: A Resource Exchange Perspective
	Mathew James Maminala*	Indian Institute of Management	Managerial Heuristics of Pioneering-Innovative Entrepreneurs: An Exploratory Study
1990	H. John Hall	University of Georgia	Venture Capitalists' Decision Making and the Entrepreneur: an Exploratory Investigation
1991	Harry Jack Sapienza	University of Maryland	Variations in Venture Capitalist-Entrepreneur Relations: Antecedents and Consequences
	Lanny Herron*	University of South Carolina	The Effects of Characteristics of the Entrepreneur on New Venture Performance
1992	Scott W. Kunkel	University of Georgia	The Impact of Strategy and Industry Structure on New Venture Performance
1993	Robert A. Berg	University of Auckland	Equity and Non-Equity Cooperative Agreements: Implications for Small Business Performance
1995	Ronald K. Mitchell	University of Utah	The Composition, Classification, and Creation of New Venture Formation Expertise
1996	Kenneth C. Robinson	University of Georgia	Measures of Entrepreneurial Value Creation: An Investigation of the Impact of Strategy & Industry Structure on the Economic Performance of New Ventures
	Andrew Zacharakis*	University of Colorado	The Venture Capital Investment Decision
1997	Rodney C. Shrader	Georgia State University	Influences on and Performance Implications of Internationalization among Publicly Owned U.S Ventures: A Risk Taking Perspective
1999	Mark S. Van Osnabrugge	Oxford University	The Financing of Entrepreneurial Firms in the U.K: A Comparison of Business Angel & Venture Capitalist Investment Procedures
	Elisabeth J. Teal*	University of Georgia	The Determinants of New Venture Success: Strategy, Industry Structure, and the Founding Entrepreneurial Team

2001	Susanna Khavul	Boston University	Money and Knowledge: Sources of Seed Capital and the Performance of High Technology Strat-Ups
2002	Markku V. J. Maula	Helsinki University of Technology	Corporate Venture Capital and Value Added for Technology-Based New Firms
2003	Dirk De Clercq	University of Minnesota	Organizational Learning by Venture Capital Firms: The Impact of Investment Experience, Knowledge Overlap, and Social Capital on Investment Success
2004	Isin Guler	University of Pennsylvania	A Study of Decision making, Capabilities and Performance in the Venture Capital Industry
2005	Gary Dushnitsky	New York University	Limitations to Inter-organizational Knowledge Acquisition: The Paradox of Corporate Venture Capital
2006	Denis Gregoire	University of Colorado	Opportunity Acknowledgment as a Cognitive Process of Pattern Recognition and Structural Alignment
2008	Jennifer L. Woolley	University of California - Irvine	Understanding Organizational Community Creation: The Nanotechnology Community
2009	Susan A. Hill	London Business School	Exploration in Large, Established Firms: Idea Generation and Corporate Venturing
2010	Nathan Furr	Brigham Young University	Cognitive Flexibility: The Adaptive Reality of Concrete Organizational Change
2011	David W. Williams	Georgia State University	Why do different new ventures internationalize differently? A cognitive model of entrepreneurs' internationalization decisions
2012	Andrew L. Maxwell	University of Waterloo	Business Angel Decision Making
2013	Laura Huang	University of Pennsylvania	A test of the impact of gut feel on entrepreneurial investment decisions
2014	Yuliya Snihur	IESE Business School	Business Model Innovation: Exploring the Concept, its Antecedents of Consequences
2015	Sergio Costa	University of Strathclyde	Business Model Change in Early-Stage University Spin-Offs

(\*) Winners of Certificate of Distinction.

No Heizer Awards were presented in 1978, 1979, 1981, 1986, 1987, 1994, 1998 & 2000.

## NFIB Education Foundation Dissertation Awards

Sponsored by the National Federation of Independent Business (NFIB) Research Foundation. This award honors outstanding doctoral research that deals with the founding, financing, marketing, growth, and development of independent small businesses, family businesses, and minority businesses (ENT Division Website).

Author and University	Title	Date
William C. Schulz, III University of Georgia	“Skill-Based Strategy & Entrepreneurial Leadership: How Individual and Corporate Entrepreneurs Create Value” (1993)	1st NFIB Award (1994)
John Robert Baum University of Maryland	“The Relation of Traits, Competencies, Vision, Motivation, & Strategy to Venture Growth” (1994)	2nd NFIB Award (1995)
Alexandra R. Englebrecht University of Utah	“Women Business Owners in Traditional and Non-Traditional Industries: Exploring the Differences” (1995)	3rd NFIB Award (1996)
Brenda Ezzelle Joyner University of Georgia*	“Key Tasks of Founding Entrepreneurs During Successful New Venture Creation and Development: An Exploratory Study” (1995)	1st NFIB Certificate 1996
Kevin E. Learned Texas Tech University*	“The Creation of Firm Resources: A Native Ethnography” (1995)	2nd NFIB Certificate 1996
Kevin E. Learned Rutgers University	“Resource Orientation, Entrepreneurial Orientation, and Growth: How the Perception of Resource Availability Affects Small Firm Growth” (1996)	1997 NFIB Award
Pramodita Sharma University of Calgary	“Determinants of Satisfaction of the Primary Stakeholders with the Succession Process in Family Firms” (1997)	1998 NFIB Award
Pat H. Dickson University of Alabama *	“Alliance Formation, Structure and Outcomes: An SME-Based Exploration of Environmental Determinants and Individual Level Moderators” (1997)	1998 NFIB Certificate
Johan Wiklund Jönköping University	”Small Firm Growth and Performance” (1998)	1999 NFIB Award
Helena Yli-Renko Helsinki U. of Technology	“ Dependence, Social Capital, and Learning in Key Customer Relationships: Effects on the Performance of Technology-based New Firms” (1999)	2000 NFIB Award

Vasa Puhakka University of Oulu	“Entrepreneurial Business Opportunity Recognition: “Relationships between Intellectual and Social Capital, Environmental Dynamism, Opportunity Recognition Behavior, and Performance” (2002)	2003 NFIB Award
Mina Yoo University of Michigan	“The Ties that (Un)Bind: Interpersonal Networks and Performance among High Technology Immigrant Entrepreneurs” (2003)	2004 NFIB Award
Stephanie I. Krauss Justis-Liebig University*	“Psychological Success Factors of Small and Micro Business Owners in Southern Africa: A Longitudinal Approach.” (2003)	2004 NFIB Certificate
Dimo P. Dimov University of London	“The Glasses of Experience: Opportunity Enactment, Experiential Learning, and Human Capital” (2004)	2005 NFIB Award
Elissa B. Grossman UCLA	“New Venture Creation and Network Tie Formation: A Longitudinal Study of Nascent Entrepreneurs’ Efforts in Business Building” (2005)	2006 NFIB Award
John R. Mitchell Indiana University	“Articulating the Intuitive: Mechanisms for Entrepreneurs to Communicate Opportunity Evaluation Decision Policies” (2006)	2007 NFIB Award
Alexander McKelvie Jönköping University	“Innovation in New Firms: The Role of Knowledge and Growth Willingness,” (2007)	2008 NFIB Award
Lucia Naldi Jönköping University	“Growth through Internationalization: A Knowledge Perspective on SMEs” (2008)	2009 NFIB Award
Karl Wennberg Stockholm School of Economics	“Entrepreneurial Exit” (2009)	2010 NFIB Award
Karin Hellerstedt Jönköping University	“The Composition Of New Venture Teams: Its Dynamics And Consequences” (2009)	2010 NFIB Certificate
Jason Greenberg Massachusetts Institute of Technology	“Lifeblood Or Liability? Schumpeter Or Stinchcombe, Heterogeneity Or Homogeneity And Startup Performance” (2009)	2010 NFIB Certificate
Alejandro S. Amezcua Syracuse University	“Boon or Boondoggle? Business Incubation as Entrepreneurship Policy.” (2010)	2011 NFIB Award

Nicola Breugst TU München	“Entrepreneurial behavior in social contexts: The role of families, teams and employees for entrepreneurial individuals”. (2011)	2012 NFIB Award
Elena Kulchina University of Toronto	“Three Essays On Foreign Entrepreneurs”. (2012)	2013 NFIB Award
Richard A. Hunt University of Colorado	”Essays concerning the entry and survival strategies of entrepreneurial firms: A transaction perspective”. (2013)	2014 NFIB Award

(\*) Denotes Winners of Certificates of Distinction

No NFIB Awards were made in 2001 or 2002.

## Entrepreneurship: Theory & Practice Dissertation Awards

Author & School	Title	Date
Thomas J. Dean University of Colorado	“Demand Determinants of New Venture Formation in U.S. Manufacturing Industries” (1992)	1st ETP Award
Anne M. McCarthy Purdue University	“The Role of Strategy, Environment, Resources, and Strategic Change in New Venture Performance” (1992)	2nd ETP Award

### Mentor Award

Winner	Year
Frank Hoy	1991
Charles Hofer	1992
Arnold Cooper	1993
Ian MacMillan	1994
Max Wortman	1995
Dale Mayer	1997
Howard Stevenson	1998
Jerome Katz	2000
Candida Brush	2001
Harry Sapienza	2003
Jeff Covin	2005
Shaker Zahra	2006
Howard Aldrich	2007
Dean Shepherd	2008
Mike Wright	2009
Johan Wiklund	2011
Sophie Manigart	2012
Per Davidsson	2013
Donald F. Kuratko	2014
David Audretsch	2015

### Other Service Awards

Winner	Year
Charles Hofer**	1989
Ned Heizer	1992
Karl Vesper	1993
Price-Babson Fellows	1994
Coleman Foundation Jerome Katz*	1995
Elizabeth Gatewood	1996
Donald Sexton	1997
Gerald Hills	1998
Charles Hofer	1999
Kauffman Center	2000
George Solomon	2001
Max Wortman	2005
Denny Dennis	2006
Donald Kuratko Charles Hofer* Timothy Reed* Kelly Shaver*	2007
Paul D. Reynolds	2012
D. Ray Bagby	2013
Michael H. Morris	2014

In 2012, the Division consolidated several pre-existing service awards into a single award, the “Dedication to Entrepreneurship Award”. Those listed above up to and including 2007 were awarded the “Advocate Award”, unless otherwise indicated.

\* Awarded the “Extraordinary Service Award”

\*\*Awarded the “Outstanding Contributions Award”

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