Small Business Institute® Annual Conference 2022
Charleston, SC February 24-26

WEDNESDAY, FEBRUARY 23rd
5:00 – 7:00 pm  SBI Board Meeting
7:00 – 9:00 pm  PhD Consortium Welcome Networking Event

THURSDAY, FEBRUARY 24th
8 am – 5 pm  Registration
8:30 – 11:30 am  PhD Consortium Panel & Roundtables
12:00 – 1:30 pm  Luncheon “Entrepreneurial Lessons Harvard Taught Me, But My Kids Made Me Learn?” Bea Wray, Bestselling Author
1:45 – 3:15 pm  Session 1
3:15 – 3:30 pm  Break
3:30 – 5:00 pm  Session 2
5:00 – 5:30 pm  New Members Networking Event
5:30 – 7:00 pm  Cocktail Reception

FRIDAY, FEBRUARY 25th
8 am – 5 am  Registration
7:30 – 8:30 am  Breakfast
7:30 – 8:30 am  Joint Editorial Board Breakfast
8:30 – 10:00 am  Session 3
10:00 – 10:15 am  Break
10:15 – 11:45 am  Session 4
12:00 – 1:30 pm  Keynote Luncheon “Small Business in Hospitality and Tourism” – Michael Owens, Tourism Leadership Council
1:45 – 3:15 pm  Session 5
3:15 – 3:30 pm  Break
3:30 – 5:00 pm  Session 6
5:00 – 6:00 pm  Fellows Reception
6:00 – 8:00 pm  Friday Night Social: Salsa and Sangrias

SATURDAY, FEBRUARY 26th
8 am - 10 am  Registration
7:30 – 8:30 am  Breakfast
7:30 – 8:30 am  Past Presidents and Fellows Breakfast
8:30 – 10:00  SBI Business Meeting (All Are Welcome)
10:00 – 10:15  Break
10:15 – 11:45 am  Session 7
12:00 – 1:30 pm  Awards Luncheon
1:45 – 3:45 pm  SBI Board Meeting
SBI 2022 Annual Conference
Detailed Session Descriptions

WEDNESDAY, FEBRUARY 23RD

5:00 – 7:00: BOARD MEETING
Location: Palmetto Boardroom

7:00 – 9:00 PhD CONSORTIUM WELCOME EVENT
Location: Tiki Bar (weather permitting)
Backup Location: The Commodore Room

THURSDAY, FEBRUARY 24TH

PRE-CONFERENCE ACTIVITIES

8:30 – 10:00 PhD CONSORTIUM PANEL OF EDITORS BREAKFAST (INVITE ONLY)
Location: Crescent Theater

10:00 – 11:30 PhD CONSORTIUM ROUNDTABLE PAPER DISCUSSIONS (INVITE ONLY)
Location: Commodore Room

CONFERENCE PROGRAM

Opening Keynote Luncheon: 12:00 – 1:30
Location: The Yacht Club

About the Keynote: Bea’s most recent book titled What an MBA Taught Me...But My Kids Made Me Learn is a bestseller and foundational for many book clubs. She shares how her experiences as a mother of three taught her how to negotiate, communicate, and adapt to the business world. Bea holds an MBA with Distinction from Harvard Business School, is a summa cum laude graduate of Emory University, and is one of South Carolina’s prestigious Liberty Fellows of the Aspen Global Leadership Network. She is a frequent keynote speaker on innovation, entrepreneurship, and business growth, and an inspiring contributor to various publications, including Entrepreneur.com, The Grindstone, and The Savannah Morning News.

Session 1: 1:45 – 3:15 pm
Session 1A Special 50th Anniversary Issue of SBIJ
Location: Atlantic Ballroom A
Session Chair and Moderator: Andrew D. Holt

This special session celebrates 50 years of SBI consulting projects by highlighting success stories from long-running programs. This session includes presentations from the special issue of SBIJ.

Leveraging the Student Consulting Model to Create a Comprehensive Academic Program
Michael L. Harris & Dennis Barber III
East Carolina University
J. Stephen Childers, Jr
Radford University
Small Business Institute® and the University of Arkansas at Little Rock: Personal Reflections
Joe T. Felan & Joseph R. Bell
University of Arkansas at Little Rock

University Strategy, Accreditation Standards, and the Applied Education Mission: Using Student Consulting to Build Bridges
Whitney Peake & Paula Potter
Western Kentucky University

The Impact of the SBI on Faculty, Students, Clients and Our Society
Lynn Hoffman & Andrew Holt
Metropolitan State University of Denver

How the Small Business Institute® Program Helped Spark Entrepreneurial Interest and Led to a Named College at Rider University
Ron Cook & Dianne Campbell
Rider University

The Small Business Institute and Transaction Cost Economics
William C. McDowell
Bradley University

Session 1B Competitive Abstracts
Location: Atlantic Ballroom B
Session Chair and Moderator: Sharon Kerrick

The Impact of Training and COVID on Women Entrepreneurs
Denise M. Cumberland & Sharon Kerrick
University of Louisville
Christopher Flores
Fayette County Schools

Innovation in COVID-19 era: Perspective on interplay, consequence, and implication
Shaike Marom
Zefat College
Robert Lussier
Springfield College

A Study to Evaluate the Impacts of COVID-19 on Small Businesses in Colorado
Adam Melnick, Lynn Hoffman, Rebecca L. Prater, & David Bechtold
Metropolitan State University of Denver

The role of manufacturing Small, Medium and Micro Enterprises in eThekwini Municipality: A case of uMkhumbane Entrepreneurial Support Centre
Thembinkosi Gervase TG Mkhize
University of KwaZulu Natal
Session 1C Roundtables
Location: Atlantic Ballroom C

**Educator/Employer Partnerships: Linking Business, Education, and Community**
Louise Underdahl
University of Phoenix

**Creative Assignments to Engage your Students: Part III**
Angie Kovarik, Debra Sea, Veronica Veaux, & Pete Nelson
Bemidji State University

Break 3:15 – 3:30

Session 2: 3:30 – 5:00 pm
Session 2A Competitive Papers
Location: Atlantic Ballroom A
Session Chair and Moderator: Paul T. O’Daniel

**Reframing the University’s Role in Innovation and Entrepreneurship Education**
Paul T. O’Daniel
Hanover College

**A Case Study for Community Entrepreneurship Training**
Monica D. Guillory & D. Kathy Stitts
Winston-Salem State University

**An Agency View of Location Strategies in Multi-Unit Franchising**
Cintya Lanchimba
Escuela Politécnica Nacional
Eugenio Bitti
Universidade de São Paulo
Dianne Welsh
University of North Carolina at Greensboro

**Why Entrepreneurs Need a Human Resource Management Strategy before They Launch – Lessons Learned**
Lynn Hoffman, David Bechtold, & Cynthia Sutton
Metropolitan State University of Denver

Session 2B Competitive Abstracts
Location: Atlantic Ballroom B
Session Chair and Moderator: Joe T. Felan

**Rural Small Business Resilience: The Role of Personal Relationships with Community Banks**
Zuzana Bednarikova & Maria I. Marshall
Purdue University
**Advancing Rural Entrepreneurship: Does Microfinancing Matter?**
Richard Owusu-Afriyie  
Kwame Nkrumah University of Science and Technology

Prince Gyimah  
Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development

Robert Lussier  
Springfield College

**Community Resilience and Mental Health of Minority Children**
Camryn Haines, Danhong Chen, & Furjen Deng  
Sam Houston State University

**Is It a Push or a Pull? A Regional Comparison of Entrepreneurial Activity**
Joe T. Felan, Joe Bell, & Pritika Chakraverty  
University of Arkansas at Little Rock

Session 2C Workshop  
Location: Atlantic Ballroom C

**How to Create and Run an SBI Program at Your University**
Ron Cook  
Rider University

Michael L. Harris  
East Carolina University

5:00 – 5:30 pm New Members Networking Event  
Location: Bridge Bar

5:30 - 7:00 pm Cocktail Reception  
Location: Bridge Bar
FRIDAY, FEBRUARY 25TH

7:30 - 8:30 am Breakfast
Location: The Yacht Club

7:30- 8:30 am Joint Editorial Board Breakfast
Location: The Yacht Club

Session 3: 8:30 – 10:00
Session 3A Competitive Papers
Location: Atlantic Ballroom A
Session Chair and Moderator: Kelly G. Manix

We Are Part of The Same Team: The Influence of Governor Discretion on Post-Covid-19 Small Business Openings
Joshua V. White
The University of Alabama
Cameron Borgholthaus
Southern Illinois University at Edwardsville
Vishal Gupta
The University of Alabama

Preparing Students for Success in the 4th Industrial Revolution
Rebecca L. Prater & Nicole Predki
Metropolitan State University of Denver

Will A Carrot or A Stick Encourage Entrepreneurs to Invest More Time in Their Ventures?
Kirsten Bullock
University of Louisville

Ready to Adapt: Leader Humility as an Antecedent of Relational Coordination and Organizational Adaptability
Kelly G. Manix
University of South Alabama

Session 3B Innovative Pedagogy
Location: Atlantic Ballroom B
Session Chair and Moderator: Mariah Yates

Leveraging Business Standardized Tests to Assess Student Learning Outcomes in an MBA Foundations Course
Melissa A. Brode
University of West Florida

Economic Cluster Strategy for Engineering and Business Student Engagement
Blake Escudier
Purdue University Global

Introducing Gen Z and Millennial Students to Business Accounting Complexity Through a Low-Cost Experiential Learning Activity
Letitia M. Pleis
Metropolitan State University of Denver
Session 3C Workshop  
Location: Atlantic Ballroom C

**The Future of Rural Entrepreneurship Research**  
Dennis Barber III & Michael L. Harris  
East Carolina University  
Karise C. Hutchinson  
Ulster University  
Emma M. Fleck  
Susquehanna University  
Rachel Fergie  
Ulster University  
Georgann Jouflas  
Colorado Mesa University  
Lori A. Dickes  
Clemson University  
Marcos Segantini  
Universidad ORT  
Tim Pett  
Rollins College  
Wendy Veatch  
Wichita State  
Prince Gyimah  
Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development  
Robert Lussier  
Springfield College

Break 10:00 – 10:15

Session 4: 10:15 – 11:45  
Session 4A SBI Best Practices  
Location: Atlantic Ballroom A  
Session Chair and Moderator: Joshua V. White

**Using Consulting Projects for Student Development**  
Ron Cook  
Rider University  
Michael L. Harris & Dennis Barber III  
East Carolina University

**Marketing Small Business Consulting Project**  
Monica D. Guillory  
Winston-Salem State University

**Infusing Inclusion throughout the Student Consulting Project Process**  
Mariah Yates, Aquesha Daniels, & Whitney Peake  
Western Kentucky University

Session 4B Competitive Abstracts  
Location: Atlantic Ballroom B  
Session Chair and Moderator: John Batchelor

**Impact of Subsidization on Entrepreneurial Training Participants**  
Malcolm Muhammad, Denise M. Cumberland, & Sharon Kerrick  
University of Louisville

**Give, Sell, or Liquidate: The Effect of Socioemotional Wealth on Small Business Owner Exit Intentions**  
Maria I. Marshall & Renee Wiatt  
Purdue University  
Yoon Lee  
Utah State University
Creating A Successful Game Plan for Interdisciplinary Grant Applications
ChyiLyi Liang
North Carolina A&T State University

Keynote Luncheon: 12:00 – 1:30
Location: The Yacht Club

About the Keynote: Michael T. Owens began his lifelong career in the hospitality industry while growing up in Atlanta and he made his home in Savannah over 20 years ago. For a decade, Michael worked for HLC Hotels, a local Savannah Hospitality company. At HLC, Michael was charged with overseeing the operations of multiple luxury properties. In 2012 he was hired as President and Chief Executive Officer of the Tourism Leadership Council. He and his distinguished board of directors lead the largest trade organization representing the tourism and hospitality community in Georgia. In 2013, he founded the Savannah Food & Wine Festival, and he serves as the festival’s CEO.

Strategy and SMEs: Is Supply Chain Management Considered?
Scott R. Cox
Georgia College & State University

How Would A Circular Economy Shift the Entrepreneurship and Innovation?
ChyiLyi Liang
North Carolina A&T State University

Do Small Businesses Suffer More When Sham Occurs? An Examination of LMX, Voice, Sham, and Employee Commitment
Mariah Yates, Paula Potter, & Whitney Peake
Western Kentucky University

Exploring Exploitative and Exploratory Innovation, and Social Media Practices on Small Businesses Performance
Tim Pett
Rollins College

Laurent Sie
ESC Pau Business School
Session 5B POY Discussion
Location: Atlantic Ballroom B
Moderator: Jana R. Minifie

This is a special session with open invitation to engage in a discussion about revamping and updating the student Project of the Year (POY) categories, review process, and other topics. If you have submitted or would like to learn more about the competition, then please attend.

Session 5C Workshop
Location: Atlantic Ballroom C

Publishing Success in an Impact Focused Environment
William C. McDowell
Bradley University
Raj Mahto
University of New Mexico
Eden Blair
Bradley University

Break 3:15 – 3:30

Session 6: 3:30 – 5:00
Session 6A Competitive Abstracts
Location: Atlantic Ballroom A
Session Chair and Moderator: Jana Burch

A Pedological Approach to Teaching Operationalizing a Business
Adam Melnick, David Bechtold, Rebecca L. Prater, & Lynn Hoffman
Metropolitan State University of Denver

Collaboration Between the College of Engineering and Information Technology (EIT) and Business Consulting Students at the University of Arkansas at Little Rock
Joe T. Felan & Srikanth Pidugu
University of Arkansas at Little Rock

Teaching New Business Students to Write Memorandums for a Small Business
Helen A. Soter & Jana Burch
University of West Florida

An Action Learning Led 21st Century Model Towards Sustainable Startup Entrepreneurship Success
Wendy W. van Schalkwyk
AFDA
Louise Underdahl
University of Phoenix

Session 6B Competitive Abstracts
Location: Atlantic Ballroom B
Session Chair and Moderator: Phillip E. Davis
Advancing women entrepreneurship to achieve United Nations Sustainable Development Goals: A sustainable prediction model for women entrepreneurs
Prince Gyimah
Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development
Richard Owusu-Afriyie
Kwame Nkrumah University of Science and Technology
Robert Lussier
Springfield College

Social Entrepreneurship: Exploring Competitive Rivalry and Dynamics Between Social Entities and Incumbent Institutions
Phillip E. Davis
Texas State University

Examining Adjustment Strategies and Post-disaster Business Outcomes among Female and Minority Small Businesses Owners in the United States
Edeoba William Edobor
Purdue University

Assessing the current reporting and governance practices of small non-profit entities in Colorado, Florida, and New Mexico: What role do ‘best practice’ codes play in improving stakeholder accountability and transparency?
Andrew D. Holt
Metropolitan State University of Denver

Session 6C Workshop
Location: Atlantic Ballroom C

Online Group Work: Pulling out the stops before you pull out your hair
Debra Sea
Dianne Welsh
Bemidji State University
University of North Carolina at Greensboro
Angie Kovarik & Veronica Veaux
Bemidji State University

5:00 – 6:00 pm Fellows Reception
Location: Commodore Room

6:00 – 8:00 pm Friday Night Social: Salsa and Sangrias
Location: The Yacht Club
**Saturday, February 26th**

7:30 – 8:30 am Breakfast  
Location: The Yacht Club

7:30 – 8:30 am Past Presidents and Fellows Breakfast  
Location: The Yacht Club

8:30 – 10:00 SBI Business Meeting (All Are Welcome)  
Location: The Yacht Club

Session 7: 10:15 – 11:45 am  
**Session 7A Competitive Abstracts**  
Location: Atlantic Ballroom A  
Session Chair and Moderator: William B. Mesa

*How can Entrepreneurship Courses Include Technological Agility, Decision Making and Personal and Risk Assessment?*  
Lynn Hoffman, Ann Murphy, David Bechtold, Adam Melnick, & Rebecca L. Prater  
Metropolitan State University of Denver

*Consumer Preferences for the Attributes of Equine Oil Supplements*  
Rachel Hansen, Danhong Chen, Jessica Bedore, & Shyam Nair  
Sam Houston State University

*A Historical Examination of a Startup to SME Development: The relevance of accounting information to organizational structure, culture, strategy and unstructured non-financial data*  
William B. Mesa  
Metropolitan State University of Denver

William B. Mesa & Andrew Holt  
Metropolitan State University of Denver

Session 7B **POY Poster Session**  
Location: Atlantic Ballroom B  
Session Chair: Jana R. Minifie

Please come for a walkthrough and see the posters of student Project of the Year (POY) presentations. Students traveled from all over the country to present their consulting projects. Each of the student groups in the sessions are finalists in the POY competition.

Session 7C **Workshop**  
Location: Atlantic Ballroom C

*Human Resource Update for Small Business and Entrepreneurs*  
LeAnne Coder, Timothy Dunne, John Hendon  
Western Kentucky University, Boise State University, University of Arkansas Little Rock
12:00 – 1:30 pm Awards Luncheon  
Location: The Yacht Club

1:45 – 3:45 pm SBI Board Meeting  
Location: Palmetto Boardroom

6:00 – 8:00 pm Explore the Treasure of Charleston  
Location: Downtown Charleston