

ANDREW "ZACH" ZACHARAKIS
CURRICULUM VITAE

updated 6/20/2016

School

Babson College
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ACADEMIC EXPERIENCE

The John H. Muller, Jr. Chair in Entrepreneurship, and Professor. Babson College, Babson Park, MA. 1998 - present. Teaching Areas: Entrepreneurship.

- **Director of the Babson Entrepreneurship Research Conference, 2005 – present.**
- **Acting Executive Director of Arthur M. Blank Center, 2003-2004, 2015.**
- **Chair of the Entrepreneurship Department, Babson College, 2003-2005, 2014**
- **Joint Appointment to Nordlands University, Bodo, Norway, 2012 – present.**
- **Joint Appointment to Norwegian University of Science and Technology, 2007- 2011.**
- **Visiting Professor, Instituto de Empresa, Madrid, Spain, 2005 – 2006.**
- **President of the Entrepreneurship Division, Academy of Management, 2004 – 2005.**
- **Edith Y. Babson Term Chair of Entrepreneurship, 2000-2005.**

Assistant Professor of Management. Bentley College, Waltham, MA. 1995 - 1998. Teaching Areas: Business Policy and Strategy; Entrepreneurship

- **Study Tour of Bahrain, 1998.**
- **Summer Professor Exchange. Siegen University, Germany, 1997.**

Graduate Instructor and Research Assistant. University of Colorado, Boulder. 1991 - 1995.

- Teaching Areas: Business Policy and Strategy, Entrepreneurship, Management
- Special Honors: Selected as Lead Graduate Teacher (1994-95)

Indiana University, Bloomington. 1990 - 1991.

EXECUTIVE EDUCATION AND OTHER TEACHING

Asia SEE, Market Tests, Business Models. 2012, 2014 – 2016.

Launch and Grow: The Kenyan Woman's Entrepreneurship Leadership Program. Competitive Positioning. Summer 2016.

Babson SEE Program. Market Tests, Mapping the Territory, What is a Case, Business Planning, Alternative Pedagogies. Summer, Winter, 2007 – 2016.

Entrepreneurship Boot Camp. Pro Forma Generation, Entrepreneurial Finance. January, May 2013-2016.

SEE Tawain. Challenges in Taiwan, Opportunity Evaluation, Market Tests, Business Models, Acquiring Resources, Ecosystem. Kaohsiung, Taiwan, April 2016

Singapore Management University, Faculty Director. Babson Entrepreneurship Program, March 2012 – 2016.

SEE Brazil. ETA, Market Tests, Business Models, Ecosystem, Pro Forma Projections, Entrepreneurial Finance, Prototyping. Curitiba, Brazil, 2015, 2016.

AUT Lebanon. Opportunity Evaluation and Market Tests. November 2015.

Universite Laval. Faculty Director. Babson Entrepreneurship Program, Summer 2011 – 2015.

The Enterprising Family. Market Tests, Business Models. Summer, 2015.

Babson Summer Programs, International Entrepreneurship Boot Camps. Faculty Director, ETA, Market Tests, Entrepreneurial Finance, Business Planning. Summer, 2009-2015.

Santander Private Banking, Sons & Daughters. Faculty Director, Market Tests, Entrepreneurial Finance. Summer 2011, 2013 – 2015.

Empreendedorismo e Competitividade. ETA and Market Tests. Summer 2015, Houston, TX.

The NFL Trust: Growing my Business. Business Models. Summer 2015.

MEE SEMESP, ETA, Opportunity Evaluation, Business Canvas, Ecosystem, Entrepreneurial Leadership, March, 2015, Sao Paulo, Brazil.

SEE Miami Dade College. ETA, Opportunity Evaluation, Entrepreneurial Professor, Self-Understanding. Miami, FL, February 2015.

SEE Malaysia. Entrepreneurship in Malaysia, Opportunity Evaluation, Entrepreneurial Finance, Pro Forma Financials, Managing a Growing Business. Kuala Lumpur, Malaysia. February 2015.

Dassault. Entrepreneurship and Innovation, 2013, 2014.

SEE Puerto Rico. ETA, Design Thinking, Market Tests, Rocket Pitches, November 2014.

SEE Japan. Entrepreneurship in Japan, Self-Assessment, Opportunity, Market Tests, Business Models, Ecosystem, November 2014.

MCAA. Entrepreneurship, 2002 – 2004, 2006-2009, 2011-2014.

InovaRejo. Sao Paulo, Brazil. ETA, Market Tests. May 16, 2014.

Babson/University of Nordland Program. Market Tests, Entrepreneurial Finance. Spring 2011, 2012, 2014.

CISE-Babson SEE. Santander, Spain, February 2014.

Pursuing Entrepreneurial Opportunities in the Retail Sector. ETA, Mapping the Territory. January 2014.

SEE Saudi Arabia, Dammam, Saudi Arabia. SEE program at KFUPM, October, 2013.

Invited Guest Professor. Koc University, Istanbul, Turkey. Executive MBA: Entrepreneurship and New Venture Development, Summers 2003 – 2011, 2013.

Bulgaria Young Leaders Program, Pro Forma Projections, Entrepreneurial Finance. Summer 2011-2013.

Universidad Adolfo Ibañez MBA International Programme, Entrepreneurial Finance; Business Planning, Corporate Venturing, February 2008-2010, 2012-2013.

MEE, Manizales Mas, Manizales, Colombia. Entrepreneurship Modules. December 2012.

MEE, COSTAAT, Port of Spain, Trinidad and Tobago. Entrepreneurship modules. October, November 2012.

SEBRAE: Entrepreneurial Toolkit, Faculty Director. ETA, Opportunity, Business Planning. November 2012.

World Business Forum, Buenos Aires, Argentina. Power of Entrepreneurship. October, 2012.

Babson SEE Program, Malaysia. July 2012.

BBVA Entrepreneurial Strategies for Growth, Market Tests, Corporate Venturing. January, 2012.

Young Executive Summit, Entrepreneurship, November 2011, Bogota, Colombia and Santiago, Chile.

HEC, Innovative Management and Entrepreneurial Leadership. Corporate Venturing, 2008 – 2011.

Babson SEE: Santander Fellows, Mapping the Territory, Business Planning. 2008 – 2011.

Merck, Corporate Entrepreneurship. 2009 – 2011.

CESA, Bogota, Columbia. Market Tests, State of Venture Capital. 2011.

Innovation Norway Workshop. Opportunity Recognition. 2008, 2010. 2011.

Prime Business School, Columbia. Corporate Venturing, 2010.

International Seminar for Entrepreneurship, Santander Bank. Business Planning, August, 2008, 2010.

Endeavor, Brazil. Business Planning, August, 2010.

International Seminar for Entrepreneurship, FGV, Brazil. Business Planning, Entrepreneurial Finance. July, 2008 – 2010.

International Seminar for Entrepreneurship, UFM, Guatemala. Opportunity, Business Planning, Entrepreneurial Finance. July, 2008 – 2010.

UNIRAZAK Babson Program for Entrepreneurship Educators, KL, Malaysia. Business Planning and Entrepreneurial Finance, July 2010.

UAE University, Al Ain, UAE. Business Planning, April 2010.

American University Cairo, Egypt. Creating the Innovative Mindset, Entrepreneurship, March 2010.

Universidad Adolfo Ibañez MBA International Programme, Business Planning, February 2008-2010.

Invited Guest Professor. Tecnológico de Monterrey, Centro, Estado de Mexico, Toluca, Queretaro, Mexico. Entrepreneurship Business Models and New Ventures. Summers 2006-2009.

MetLife Business Acumen Workshop. Corporate Entrepreneurship, New York, 2002 - 2008.

Babson Program for Entrepreneurship Educators, SEBRAE. Porto Alegre, Brazil, November 2008.

Babson SEE in Russia. St. Petersburg, Russia. November 2008.

SEAK, Executive Education for Doctors. Falmouth, MA. Starting and Building a Non-Clinical Business, October 2007, 2008.

International Seminar for Entrepreneurship, Santander Bank. Business Planning, August, September, 2008.

International Seminar for Entrepreneurship, CENTRUM, Peru. Business Planning, Entrepreneurial Finance. June, 2008.

Invited Guest Professor, ITESM, Guadalajara, Mexico. February & May 2008.

Invited Guest Professor, UFM, Guatemala, April 2008.

Program for Entrepreneurship Educators, UFM, Guatemala, April 2008.

Program for Entrepreneurship Educators, SENAC, Sao Paulo, Brazil, March 2008.

ESADE, MSC Program, Reaching the Customer, February 2008.
Babson/SEE in Puerto Rico. San Juan, January 2008.
Programa Ejecutivo Sobre Emprededores. Entrepreneurship. November 2007.
NETS UK program. Reaching the Customer, October 2006, 2007.
Babson Workshop for Entrepreneurship Integration at Inter American University. San Juan, Puerto Rico. Summer 2007.
Babson Program for Entrepreneurship Educators at Tec de Monterrey, Guadalajara, Mexico. Creativity, Opportunity Recognition and Business Planning. Summer 2007
Invited Guest Professor. Instituto de Empresa, Madrid. Ph.D. Entrepreneurship Seminar, Summer 2007.
Babson Workshop for the Integration of Liberal Arts and Entrepreneurship. Hiram College, Ohio, 2007.
ESADE Innovation Management and Corporate Entrepreneurship. Corporate Venturing, 2004 - 2007.
EMC. Corporate Entrepreneurship, 2003, 2006.
Babson SEE at UDD, Santiago, Chile, September 2006.
Babson SyE³. Business Planning. Summers 2005, 2006.
Lucent Technologies FLDP Program, 1999, 2002, 2004-2005.
Babson SEE at INCAE, San Jose, Costa Rica, March 2005.
Intel MBA on-line hybrid. Entrepreneurship, 2003 - 2005.
Babson Program on Corporate Entrepreneurship. 2002 - 2004.
Resurrection Health Care. Entrepreneurial Growth Strategies, Chicago, 2004.
Entrepreneur Intensity Program, Jinju National University, Jinju, Korea, Fall 2003.
Dunkin' Donuts. Growth Strategies, July, 2003.
Boeing Chairman's Leadership Initiative, Spring 2003.
ESCP. MASTERE Innover et Entreprendre, Spring 1999 - 2003.
Entrepreneurship Fellows Program, Latin America. Santiago, Chile, January 2003.
Zhejiang Government, China. Entrepreneurship, Hangzhou, China, September 2002.
Tsinghua University/Babson College, Management of the Venture Capital Firm, Beijing, July 2002.
Invited Guest Professor. Western College of Colorado, Gunnison. Summer Institute Program, Summer 1999 – 2002.
KOBIA (Korean Business Incubator Association) Manager Training Program, Spring 2002.
Bright China Management Institute, Venture Capital, Beijing, Fall 2000; Shenzhen, Spring 2001.
Kauffman Fellows Venture Capitalist program, New York, Fall 2000.
Invited Guest Professor. Queensland University of Technology, Brisbane Graduate School of Business, Brisbane, Australia. Summer 2000. Nominated as best MBA instructor for the year 2000.

EDUCATION

Ph.D.	University of Colorado, Boulder. 1991 - 1995 Major: Entrepreneurship & Strategic Management Minor: Cognitive Psychology
M.B.A.	Indiana University, Bloomington. 1990 - 1991 Major: Corporate Finance and International Business
B.S.	University of Colorado, Boulder. 1983 - 1986 Major: Marketing and Finance

RESEARCH INTERESTS

New Venture Creation; New Venture Financing; International Entrepreneurship; Strategic Decision-Making.

BOOKS, CHAPTERS, PAPERS AND PRESENTATIONS

Dissertation

Zacharakis, A.L. (1995). The venture capital decision. Unpublished doctoral dissertation. *Funded in part by the Center for Entrepreneurial Leadership, Ewing Marion Kauffman Foundation.*

Received 1995 Heizer Award of Distinction (awarded to best entrepreneurship dissertation each year)

Books

- Bygrave, W., & Zacharakis, A. (2014) *Entrepreneurship, 3rd edition*. New York: Wiley.
First edition translated into Japanese by Yasuhisa Tashiro, Masaaki Suzuki, Noriyuki Takahashi, 2009. Second edition translated into Chinese.
- Zacharakis, A., Spinelli, S., & Timmons, J. (2011) *Business Plans that Work, 2nd Edition*. New York: McGraw-Hill.
First edition translated into Portuguese. Dornelas, Timmons, Zacharakis & Spinelli (2008) *Planos de Negocios que dao certo*. Rio de Janeiro: Elsevier.
- Bygrave, W., & Zacharakis, A. (Editors) (2010). *The Portable MBA in Entrepreneurship, 4th edition*. New York: Wiley.
Third edition translated into Vietnamese, 2008.
- Zacharakis, A., & Spinelli, S. (2006) *Entrepreneurship: The Engine of Growth, Volume 2*. Westport, CT: Greenwood Publishing.
- Timmons, J., Spinelli, S., & Zacharakis, A. (2005) *How to Raise Capital*. New York: McGraw-Hill.
Translated into Portuguese. Dornelas, Timmons, Spinelli & Zacharakis (2008) *Como Conseguir Investimentos para o seu Negocio*. Rio de Janeiro: Elsevier.

Edited Book Series

- Rutherford, M. (2015) *Strategic Bootstrapping*. Babson College Entrepreneurship Research Conference Collection (A. Zacharakis, Editor). New York: Business Expert Press.
- Gregson, G. (2014) *Financing New Ventures: An Entrepreneurs Guide to Business Angel Investment*. Babson College Entrepreneurship Research Conference Collection (A. Zacharakis, Editor). New York: Business Expert Press.

Chapters

- Zacharakis, A., & Santinelli, A. (2016) Finance and financial models. In C. Daniels & C. Brush (Eds.) *Entrepreneurship & Small Business Management: The Essential Guide to Building the 21st Century Company*. New York: Wiley. Forthcoming.
- Zacharakis, A., McMullen, J., & Shepherd, D. (2016) VC decision making across three countries: An institutional theory perspective. In D. Shepherd (Ed.) *Decision Making in Entrepreneurship: Selected Essays of Dean A. Shepherd*. Cheltenham, UK: Edward Elgar. Forthcoming.
Reprint of 2007 *Journal of International Business Studies* article by request.
- Zacharakis, A., & Shepherd, D. (2016) The nature of information and overconfidence on venture capitalists' decision making. In D. Shepherd (Ed.) *Decision Making in Entrepreneurship: Selected Essays of Dean A. Shepherd*. Cheltenham, UK: Edward Elgar. Forthcoming.
Reprint of 2001 *Journal of Business Venturing* article by request.
- Shepherd, D., & Zacharakis, A. (2016) Structuring family business succession: An analysis of the future leader's decision making. In D. Shepherd (Ed.) *Decision Making in Entrepreneurship: Selected Essays of Dean A. Shepherd*. Cheltenham, UK: Edward Elgar. Forthcoming.
Reprint of 2000 *Entrepreneurship Theory and Practice* article by request.
- Shepherd, D., & Zacharakis, A. (2016) Conjoint analysis: A new methodological approach for researching venture capitalists' decisions. In D. Shepherd (Ed.) *Decision Making in Entrepreneurship: Selected Essays of Dean A. Shepherd*. Cheltenham, UK: Edward Elgar. Forthcoming.
Reprint of 1999 *Venture Capital: An International Journal of Entrepreneurial Finance* article by request.
- Fixson, S., Greenberg, D., & Zacharakis, A. (2015) Leading entrepreneurial action project (LEAP): A project based course integrating three disciplines. In V. Crittenden, K. Esper, Karst, N., & Slegers, R. (Eds.) *Evolving Entrepreneurial Education: Innovation in the Babson Classroom*. Derby, UK: Emerald. Pgs: 175-190.

- Shepherd, D.A., & Zacharakis, A. (2015) Venture Capital Research. In M. Morris & D. Kuratko (Eds.) *The Encyclopedia of Management, 3rd Edition*, Volume 3: 1-4. Malden, MA: Wiley.
- Zacharakis, A. (2014) Exercise: Interviewing an entrepreneur and self-assessment. In H. Neck, P. Greene & C. Brush (Eds.) *Teaching Entrepreneurship: A Practice-Based Approach*. Cheltenham, UK: Edward Elgar. Pgs: 164-167.
- Zacharakis, A. (2014) Exercise: Escalating market tests. In H. Neck, P. Greene & C. Brush (Eds.) *Teaching Entrepreneurship: A Practice-Based Approach*. Cheltenham, UK: Edward Elgar. Pgs: 247-249.
- Zacharakis, A. (2014) Exercise: Opportunity screening. In H. Neck, P. Greene & C. Brush (Eds.) *Teaching Entrepreneurship: A Practice-Based Approach*. Cheltenham, UK: Edward Elgar. Pgs: 250-253.
- Walske, J., & Zacharakis, A. (2012) Keys to fundraising success in nascent venture capital firms. In D. Cumming (Ed.) *The Oxford Handbook of Venture Capital*. Oxford University Press. Pgs. 130-155.
- Erikson, T., & Zacharakis A. (2010). Exploring the venture capitalist-entrepreneur relationship: The effect of conflict upon confidence in partner cooperation. In C. Brush, L. Kolveird, O. Widding, & R. Sorheim. *The Life Cycle of New Ventures*. Cheltenham, UK: Elgar Edward.
- Zacharakis, A. (2010) Venture capitalists decision making: An information processing perspective. In D. Cumming (Ed.) *Companion to Venture Capital*. Hoboken, NJ: Wiley. Pgs. 9-30.
- Zacharakis, A. (2010) Opportunity recognition, shaping and reshaping. In W. Bygrave & A. Zacharakis (Eds.) *The Portable MBA in Entrepreneurship, 4th edition*. New York: Wiley. Chapter 3. Pgs. 53-82.
- Zacharakis, A. (2010) Business planning. In W. Bygrave & A. Zacharakis (Eds.) *The Portable MBA in Entrepreneurship, 4th edition*. New York: Wiley. Chapter 5. Pgs. 109-136.
- Zacharakis, A. (2010) Building your pro forma financial statements. In W. Bygrave & A. Zacharakis (Eds.) *The Portable MBA in Entrepreneurship, 4th edition*. New York: Wiley. Chapter 6. Pgs. 137-160.
- Zacharakis, A. (2009) Business planning. In J. Livingston & T. Grossman (Eds.) *The Portable MBA in Finance and Accounting, 4th edition*. New York: Wiley. Chapter 14. Pgs. 353-381.
- Busenitz, L., West, G., Shepherd, D., Nelson, T. Chandler, G., & Zacharakis, A. (2008) Entrepreneurship in emergence: Fifteen years of entrepreneurship research in management journals. In R. Blackburn & C. Brush (Eds.) *Small Business and Entrepreneurship*. London: Sage Publications.
Reprint of 2003 *Journal of Management* article by request.
- Zacharakis, A. & Shepherd, D. (2007) The pre-investment process: VCs' decision policies. In H. Landstrom (Ed.) *The Handbook of Research on Venture Capital*. Pgs. 177-192.
Also presented at the 2006 VC Handbook Workshop, Lund, Sweden.
- Zacharakis, A., & Eckermann, M. (2006) Venture capital financing. In A. Zacharakis & S. Spinelli (Eds.) *Entrepreneurship: The Engine of Growth, Volume 2*. Westport, CT: Greenwood Publishing. Pgs. 109-134.
- Zacharakis, A., & Spinelli, S. (2006) The entrepreneurial process: An introduction. In A. Zacharakis & S. Spinelli (Eds.) *Entrepreneurship: The Engine of Growth, Volume 2*. Westport, CT: Greenwood Publishing. Pgs. ix-xv.
- Shepherd, D.A., & Zacharakis, A. (2005) Venture Capital. In M. Hitt & D. Ireland (Eds.) *The Encyclopedia of Entrepreneurship*. Malden, MA: Blackwell. Pgs. 245-246.
- Zacharakis, A., & Shepherd, D. (2004) Income disparity and entrepreneurship. In S. Chowdhury (Ed.) *Next Generation Business Handbook*. New York: Wiley. Pgs. 811-829.
- Zacharakis, A. (2004). Writing a business plan. In W. Bygrave & A. Zacharakis (Eds.) *The Portable MBA in Entrepreneurship, 3rd edition*. New York: Wiley. Pgs. 107-140.

Zacharakis, A. (2004). Building your pro forma financial statements. In W. Bygrave & A. Zacharakis (Eds.) *The Portable MBA in Entrepreneurship*, 3rd edition. New York: Wiley. Pgs. 141-166.

Zacharakis, A., & Shepherd, D. (2003) The nature of information and overconfidence on venture capitalists' decision making. In M. Wright, H. Sapienza, & L. Busenitz (Eds). *Venture Capital, Volume II*. London: Edward Elgar. Pgs. 124-144.

Reprint of 2001 *Journal of Business Venturing* article by request.

Zacharakis, A., Meyer, G., & DeCastro, J. (2003) Differing perceptions of new venture failure: A matched exploratory study of venture capitalists and entrepreneurs. In M. Wright, H. Sapienza, & L. Busenitz (Eds). *Venture Capital, Volume III*. London: Edward Elgar. Pgs. 258-271.

Reprint of 1999 *Journal of Small Business Management* article by request.

Zacharakis, A., & Meyer, G. (2002) A lack of insight: Do venture capitalists really understand their own decision process? In P. Earl (Ed.) *The Legacy of Herbert Simon in Economic Analysis (Intellectual Legacies in Modern Economics, 1)*. Cheltenham, UK: Edward Elgar. Chapter 19, pgs. 319-338.

Reprint of 1998 *Journal of Business Venturing* article by request.

Zacharakis, A. (2001) The business plan. In J. Livingston & T. Grossman (Eds.) *The Portable MBA in Finance and Accounting*. New York: Wiley. Chapter 9, pgs 260-290.

Shepherd, D. & Zacharakis, A. (1997) Conjoint analysis: A window of opportunity for entrepreneurship research. In J. Katz (Ed.) *Advances in Entrepreneurship, Firm Emergence and Growth, Volume III*, 203-248. Greenwich, CT: JAI Press.

Also presented as workshop at 1998 USASBE conference, Clearwater, FL, and 1998 Babson/Kauffman Doctoral Consortium, Ghent, Belgium.

Articles

Scarlata, M., Walske, J., & Zacharakis, A. (2016) Ingredients matter: How the human capital of philanthropic and traditional venture capital differs. *Journal of Business Ethics*, Forthcoming.

Drover, A., Wood, M., & Zacharakis, A. (2016) Attributes of angel and crowdfunded investments as determinants of VC screening decisions. *Entrepreneurship Theory and Practice*, Forthcoming.

An earlier version was presented at 2014 Babson College Entrepreneurship Research Conference, London, Ontario.

Scarlata, M., Zacharakis, A., & Walske, J. (2016) The effect of founders' experience on the performance of philanthropic venture capital firms. *International Small Business Review*, Forthcoming.

Zacharakis, A., & Boguslavskaya, A. (2013) Signaling Legitimacy: An Analysis of Media as an Indicator of New Venture Success. *Frontiers of Entrepreneurship Research*, 410-423.

Drover, W., & Zacharakis, A. (2013) Crowdfunding's impact on the entrepreneurial equity food chain. *Ivey Business Journal*, July/August. <http://iveybusinessjournal.com/topics/strategy/crowdfundings-impact-on-the-entrepreneurial-equity-food-chain-2#.UiA7Yxusim4>.

A reprint version appeared in *Babson Insight for Entrepreneurship Educators – September 2013 Issue*.

<http://www.babson.edu/executive-education/thought-leadership/premium/Pages/crowdfunding-key-concepts.aspx>

Beckman, M., Dees, G., Khanin, D., Krueger, N., Mueller, S., Murphy, P., Santos, F., Scarlata, M., Walske, J., Zeyen, A., & Zacharakis, A. (2012) Social Entrepreneurship and Broader Theories: Shedding New Light on the "Bigger Picture." *The Journal of Social Entrepreneurship*, 3(2): 1-20.

An earlier version was presented at 2011 Academy of Management Conference, San Antonio, TX.

Scarlata, M., Alemany, L., & Zacharakis, A. (2012) Philanthropic venture capital: Venture capital for social entrepreneurs? *NOW Journal*, 8(4): 249-342.

Scarlata, M., Zacharakis, A., & Walske, J. (2011) Venture capitalists' vs. philanthropic venture capitalists' human capital: An exploratory study. *Frontiers of Entrepreneurship Research*, 62-75.

- Zacharakis, A., Erikson, T., & George, B. (2010) Conflict between the VC and entrepreneur: The entrepreneur's perspective. *Venture Capital: An International Journal of Entrepreneurial Finance*, 12(2): 109-126.
- Walske, J., & Zacharakis, A. (2009) Genetically engineered: Why some venture capital firms are more successful than others. *Entrepreneurship Theory and Practice*, 33(1): 297-318.
- Walske, J., Zacharakis, A., & Smith-Doerr L. (2007) Effects of venture capital syndication networks on entrepreneurial success. *Frontiers of Entrepreneurship Research*, 38-52.
- Zacharakis, A., McMullen, J. & Shepherd, D. (2007) Venture capitalists' decision making across three countries: An institutional theory perspective. *Journal of International Business Studies*, 38(5): 691-708.
Earlier versions of this paper was presented at the 2004 Babson Kauffman Entrepreneurship Conference, Glasgow Scotland and the 2005 Academy of Management conference, Hawaii. The paper was also presented at Presented at Instituto de Empresa, Madrid. September 2005; presented at Universidad de Burgos, December 2005.
- Zacharakis, A., & Shepherd, D., (2005) A non-additive decision-aid for venture capitalists' investment decisions. *European Journal of Operational Research*, 162(3): 673-689.
- Altman, J., & Zacharakis, A. (2003) An integrated model for corporate venturing. *Journal of Private Equity*, 6(4): 68-76.
An earlier version of this paper was presented at 2000 Babson/Kauffman Research Conference, Wellesley.
- Shepherd, D., Zacharakis, A., & Baron, R. (2003) Venture capitalists' decision processes: Evidence suggesting more experience may not always be better. *Journal of Business Venturing*, 18(3): 381-401.
- Busenitz, L., West, G., Shepherd, D., Nelson, T. Chandler, G., & Zacharakis, A. (2003) Entrepreneurship in emergence: Fifteen years of entrepreneurship research in management journals. *Journal of Management*, 29(3) 285-308.
An earlier version was presented at 2001 Academy of Management Conference, Washington, D.C. and the 1999 Academy of Management Conference in Chicago.
- Zacharakis, A., Shepherd, D., & Coombs, J. (2003) The development of venture capital-backed Internet companies: An ecosystem perspective. *Journal of Business Venturing*, 18(2): 217 - 231.
- Shepherd, D., & Zacharakis, A. (2003) A new venture's cognitive legitimacy: An assessment by customers. *Journal of Small Business Management*. 41(2): 148-167.
An earlier version of this paper was Presented at 2000 ICSB conference in Brisbane, Australia.
- Neck, H., Zacharakis, A., Bygrave, B., Reynolds, P. (2003) Global entrepreneurship monitor: National entrepreneurship assessment: United States of America. Wellesley: Babson College.
- Bahn, S., Zacharakis, A. & Song, K. (2002) Evaluation models for venture capitalists' investment decision: Comparative study between Korea and U.S. *The Korean Journal of Financial Management*, 19(2):
Previously presented at 2002 Babson/Kauffman Research Conference, Boulder, CO.
Excellent Paper Award from "The Korean Financial Management Association
Received NamGok Academic Award as best paper published in journal for 2003.
- Zacharakis, A., Neck, H., Bygrave, W., & Cox, L. (2002) Global entrepreneurship monitor: National entrepreneurship assessment United States of America. Kansas City: Kauffman Center for Entrepreneurial Leadership.
Also presented to Congressional Economic Leadership Institute luncheon, Washington DC, May 2002.
- Shepherd, D., & Zacharakis, A. (2002) Venture capitalists' expertise: A call for research into decision aids and cognitive feedback. *Journal of Business Venturing*, 17(1): 1-20.
- Zacharakis, A. (2001) The impact of geography on venture capital-backed Internet companies. *Frontiers of Entrepreneurship Research*, 549-558.
- Shepherd, D., & Zacharakis, A. (2001) Speed to initial public offering of VC-backed companies. *Entrepreneurship Theory and Practice*, 25(3): 59-70.

- Shepherd, D., & Zacharakis, A. (2001) The venture capitalist – entrepreneur relationship: Control, trust and confidence in co-operative behavior. *Venture Capital: An International Journal of Entrepreneurial Finance*, 3(2): 129-149.
An earlier version appears in R. Hisrich and E. Hackner (Eds.) *Proceedings Entrepreneurial Finance Workshop*, 223-246. Jonkoping International Business School, Sweden, 2000.
- Zacharakis, A. (2001) The impact of entrepreneurship on U.S. economy: World leader in entrepreneurship. *Economic Trends*, 2001(1): 78-83.
- Zacharakis, A., & Shepherd, D. (2001) The nature of information and overconfidence on venture capitalists' decision making. *Journal of Business Venturing*, 16(4): 311-332.
An earlier version was presented at the 1997 Babson/Kauffman Entrepreneurship Research Conference, Boston.
- Zacharakis, A., Bygrave, W., & Shepherd, D. (2001) Global entrepreneurship monitor national entrepreneurship assessment: United States of America. Kansas City: Kauffman Center for Entrepreneurial Leadership.
Also presented to Congressional Economic Leadership Institute luncheon, Washington DC, February 2001.
Also presented to Glavin Center for Entrepreneurial Leadership, Babson College, April 2001.
- Zacharakis, A. (2000) Let the good times roll? *Babson Bulletin*, 67(3): 18-19.
- Zacharakis, A., & Shepherd, D. (2000) Savvy entrepreneurs and the shift in venture capital negotiations. *Babson Entrepreneurial Review*, Spring 2000: 45-48.
- Shepherd, D., & Zacharakis, A. (2000) Structuring family business succession: An analysis of the future leader's decision making. *Entrepreneurship Theory and Practice*, 24(4): 25 - 39.
An earlier version was presented at the 2000 ICSB conference in Brisbane.
- Zacharakis, A. & Meyer, G. (2000) The potential of actuarial decision models: Can they improve the venture capital investment decision? *Journal of Business Venturing*, 15(4): 323 – 346.
An earlier version was presented at 1996 Academy of Management meetings in Cincinnati
- Zacharakis, A., Reynolds, P., & Bygrave, W. (1999) Global entrepreneurship monitor: National entrepreneurship assessment for the United States of America. Kansas City: Kauffman Center for Entrepreneurial Leadership.
Also presented to Congressional Economic Leadership Institute luncheon, Washington DC, July 1999.
Reprinted in Japanese.
- Zacharakis, A. (1999) Storage Networks: Orchestrating the explosion. *Babson Entrepreneurial Review*, 14(1): 5-6.
- Zacharakis, A., & Meyer, G. (1999) A lack of insight: Do venture capitalists really understand their own decision process? *Journal of Private Equity Capital*, 2(2): 56-71.
Reprint of 1998 *Journal of Business Venturing* article by request of JPEC.
- Zacharakis, A., Meyer, G., & DeCastro, J. (1999) Differing perceptions of new venture failure: A matched exploratory study of venture capitalists and entrepreneurs. *Journal of Small Business Management*, 37(3): 1-14.
Selected as best article of the year by *JSBM* editorial board.
- Shepherd, D., & Zacharakis, A. (1999) Conjoint analysis: A new methodological approach for researching the decision policies of venture capitalists. *Venture Capital: An International Journal of Entrepreneurial Finance*, 1(3): 197-217.
- Shepherd, D., Zacharakis, A., & Baron, R. (1998) Venture capitalists' expertise: Real or fallacious. *Frontiers of Entrepreneurship Research*, 586-599.
- Zacharakis, A. (1998) Entrepreneurial exporting strategies: Contractual considerations. *Journal of Business Strategies*, 15(2): 73-90.
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Cases

Berglund, E., & Zacharakis, A. (2016) Balanced Snacking. Forthcoming in Zacharakis, Bygrave & Corbett (2017) *Entrepreneurship*, 4th edition. New York: Wiley.

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Academic Presentations

- Scarlata, M., Walske, J., & Zacharakis, A. (2015). Human capital differences in philanthropic vs. traditional venture capital firms. Presented at the Academy of Management Conference, Vancouver.
- Scarlata, M., & Zacharakis, A. (2015) Entrepreneurial orientation in social investing: The influence of founders and board members human capital diversity. Presented at 2015 Babson College Entrepreneurship Research Conference, Wellesley, MA.
- Boguslavskaya, A., & Zacharakis, A. (2014) Not all signals are created equal: The impact of various venture information on the likelihood of securing financing. Presented at 2014 Babson College Entrepreneurship Research Conference, London, Ontario.
- Scarlata, M., Zacharakis, A., & Walske, J. (2013) The effect of founders' experiences on the performance of philanthropic venture capital firms. Presented at the NYU-Stern Conference on Social Entrepreneurship.
- Drover, W., & Zacharakis, A. (2013) Equity crowdfunding: An overview, conceptual model and call for future research. Presented at the C.U./Kauffman Conference on Crowdfunding, Boulder.
- Scarlata, M., Zacharakis, A., & Walske, J. (2012) Dual Identity and Human Capital of Philanthropic Venture Capital Firms. Presented at the Academy of Management Meetings, Boston.
- Gregoire, D., & Zacharakis, A. (2012) Entrepreneurs' decisions models to internationalize where, when and how: Evidence from verbal protocols. Presented at the Babson College Entrepreneurship Research Conference, Fort Worth, TX.
- Scarlata, M, Zacharakis, A., & Walske, J. (2011) How firm objectives influence human capital: A study of the differences between traditional and philanthropic venture capital firms. Presented at The Berkley Center Conference for Social Entrepreneurs, NYU, New York.
Won best paper award.
- Gregoire, D., Williams, D., & Zacharakis, A. (2011). Entrepreneurs' decision models for early internationalization. Presented at Strategic Management Society, Miami.
- Scarlata, M., Zacharakis, A., & Walske, J. (2011) Applying human capital theory to venture philanthropy. Presented at the Academy of Management Conference, San Antonio.
- Walske, J., & Zacharakis, A. (2011) Education, experience & strategy. Assessing factors that most influence new firm success. Presented at the Academy of Management Conference, San Antonio.
- Gregoire, D., Williams, D., & Zacharakis, A. (2011) Entrepreneurs' decisions to internationalize early or late: A choice experiment. Presented at Babson College Entrepreneurship Research Conference, Syracuse.
- Boguslavskaya, A., & Zacharakis, A. (2011) Non-financial warning signs of pending failure: Media attention. Presented at Babson College Entrepreneurship Research Conference, Syracuse.
- Crosson, R., Tyler, B., Agarwal, R., Barr, S., & Zacharakis, A. (2010) Experimental methods in management research. Presented at the Academy of Management Conference, Montreal.
- Zacharakis, A., Lumpkin, T., Corbett, A. (2010) Advancing entrepreneurship scholarly development: Textbooks, monographs, and edited volumes. Presented at the Academy of Management Conference, Montreal.
- Walske, J., & Zacharakis, A. (2010) Experience or strategy? Assessing early resource acquisition of young venture firms. Presented at the Academy of Management Conference, Montreal.
- Walske, J., & Zacharakis, A. (2009) Human capital, venture capital and strategic choice. Presented at the Academy of Management Conference, Chicago.
- Zacharakis, A. (2008) A commentary on strategic entrepreneurship within family-controlled firms. Presented at the 2008 Theories of the Family Enterprise Academic Conference, Edmonton, Canada.

- Zacharakis, A., & Walske, J. (2008) Entrepreneurial antecedents: Successful strategies for venture capital formation. Presented at Joint Research Seminar Babson College, HHB and NTNU, Trondheim, Norway.
Also presented at the 2007 Annual Max Plank Ringberg Conference on Entrepreneurship, Ringberg, Germany.
- Zacharakis, A. (2007) Picking winners: The impact of the venture capitalists decision process. Presented at the 2007 Academy of Management Conference, Philadelphia.
- Bahn, S., Song, K., & Zacharakis, A. (2006) A study on success predictability of venture credit ratings and information cues in Korea. Presented at 2006 International Business Research Conference, Melbourne, Australia.
Received Best Paper Award for Conference.
- Eckermann, M., Zacharakis, A., & Schefczyk, M. (2004) The venture capitalists' role in exits under information asymmetry. Presented at 2004 Academy of Management conference, New Orleans.
- Zacharakis, A. (2004) Country versus industry institutional forces: What drives VC decision making across countries. Presented at 2004 Babson Kauffman Entrepreneurship Research Conference, Glasgow, Scotland
- Eckermann, M., Zacharakis, A., & Schefczyk, M. (2004) How information asymmetries affect early stage investors' exits: Evidence from case studies in the US VC Market. Presented at 2004 Babson Kauffman Entrepreneurship Research Conference, Glasgow, Scotland
- Zacharakis, A. (2002) Business risk, investment risk, and syndication of venture capital deals. Presented at 2002 Academy of Management meetings, Denver.
- Zacharakis, A. (2002) Entrepreneurs' relationships with venture capitalists: The development of trust and confidence in cooperative behavior. Presented at 2002 Babson/Kauffman Research Conference, Boulder, CO.
- Zacharakis, A., & Shepherd, D. (2000) Venture capitalist/entrepreneur negotiations: Recent drivers towards more beneficial outcomes. Presented at 2000 Academy of Management meetings in Toronto.
- Shepherd, D., & Zacharakis, A. (2000) An investigation of the time between rounds of venture capital. Presented at 2000 Babson/Kauffman Research Conference, Wellesley.
- Zacharakis, A., & Shepherd, D. (1999) The Curvilinear Effect of Start-up Experience on VCs' Assessment of Success. Presented at 1999 Academy of Management meetings in Chicago.
- Shepherd, D., & Zacharakis, A. (1999) Venture capitalists' expertise: A call for research into decision aids and cognitive feedback. Presented at 1999 Academy of Management meetings in Chicago.
- Zacharakis, A., & Shepherd, D. (1999) Entrepreneur's leadership ability and VC assessment of likely venture success: A contingency approach. Presented at 1999 Babson/Kauffman Research Conference in Columbia, South Carolina.
- Shepherd, D., & Zacharakis, A. (1999) "Anchoring and adjustment" and entrepreneur-investor negotiations. Presented at 1999 Babson/Kauffman Research Conference in Columbia, South Carolina.
- Shepherd, D., & Zacharakis, A. (1998) Research into Venture Capitalists' Assessments: Strategy, Cognition and Methods. Presented at 1998 RPI Second Annual Young Faculty Research and Teaching Retreat.
- Zacharakis, A., & Shepherd, D. (1998) Knowledge, overconfidence and the quality of venture capitalists' decisions. Presented at the 1998 United States Association for Small Business and Entrepreneurship conference in Clearwater, FL.
- De Castro, J., & Zacharakis, A. (1994) Three perspectives of price wars: Strategic group, resource-base theory, and evolutionary theory. Presented at the 1994 Academy of Management - Business Policy and Strategy Division.
- Zacharakis, A. (1993) Constraints to organizational innovation: A strategic choice perspective. Presented at the 1993 Institute for Behavioral and Applied Management Conference.

Zacharakis, A. (1993) The international expansion opportunity: An entrepreneurial strategic decision model. Presented at the 1993 Academy of Management Meeting - Entrepreneurship Division.

De Castro, J., & Zacharakis, A. (1993) Determinants of price wars: An evolutionary theory perspective. Presented at the 1993 Academy of Management Meeting - Business Policy and Strategy Division.

Invited Presentations

Zacharakis, A. (2014) Entrepreneurial thought and action. Presented at World of Business Ideas, Guadalajara, Mexico.

Zacharakis, A. (2014) Entrepreneurial thought and action. Presented at PanAmerican University, Guadalajara, Mexico.

Zacharakis, A. (2013) New models for entrepreneurship education. Presented at Global Business School Network Conference, Tunis, Tunisia.

Zacharakis, A. (2012) Starting a new venture... what it takes. Presented at Asian Entrepreneurship Forum, Babson, Wellesley, MA.

Zacharakis, A. (2012) Searching for your passion: A life-long pursuit. Presented at Back to Babson, Wellesley, MA.

Zacharakis, A. (2012) Entrepreneurship in Brazil: An outsider's view. Presented to Babson-Today, Newton, MA.

Zacharakis, A. (2012) Can entrepreneurship be taught? Presented at an Endeavor Panel, Sao Paulo.

Zacharakis, A. (2012) Business Planning. Presented at an Endeavor Panel, Sao Paulo.

Zacharakis, A. (2012) Market tests: Planning, experimenting, learning and reshaping. Presented via close circuit TV, Exeter University, Exeter, UK.

Zacharakis, A. (2011) Senator Mary Landrieu's Roundtable: Discussion of small business and economic development strategies in New Orleans' lower 9th ward. New Orleans.

Zacharakis, A. (2011) Growing your venture. Presented at Endeavor, Los Andes University, Bogota, Colombia.

Zacharakis, A. (2011) Entrepreneurship: The economic engine. Presented at Venture Cup Kickoff, Nordlands University, Bodo, Norway.

Zacharakis, A. (2011) Financing entrepreneurial ventures in Brazil. Presented at an Endeavor Panel, Sao Paulo.

Zacharakis, A. (2011) Market tests: Planning, experimenting, learning and reshaping. Presented at CESA, Bogota, Colombia.

Zacharakis, A. (2011) The case of venture capital: Is the model broken? Presented at CESA, Bogota, Colombia.

Zacharakis, A. (2010) The state of the venture capital industry. Presented at Venture Capital Roundtable, Trondheim, Norway.

Zacharakis, A. (2010) How to build teams to foster growth in Brazil. Presented at Endeavor Roundtable, Sao Paulo, Brazil.

Zacharakis, A. (2010) Role of entrepreneurship in developing markets. Presented at Babson Middle East Alumni Club, Dubai, UAE.

Zacharakis, A. (2010) Growth strategies in Brazil. Presented at Endeavor Roundtable, Sao Paulo, Brazil.

Zacharakis, A. (2010) Entrepreneurship as venture creation. Presented at the Norge-Midt Venture Cup Kickoff, Trondheim, Norway.

Zacharakis, A. (2009) A look at the field of entrepreneurship: Conferences as a measure of activity. Presented at the University of Ottawa, Ottawa, Canada.

Zacharakis, A. (2009) Financing entrepreneurial ventures. Presented at Endeavor Roundtable, Sao Paulo, Brazil.

Zacharakis, A. (2008) The power of entrepreneurship. Presented at the Feira Do Empreendedor, World Week of Entrepreneurship, Porto Alegre, Brazil.

Zacharakis, A. (2008) The power of entrepreneurship. Presented at the International Entrepreneurship Congress, Tec de Monterey, Leon, Mexico.

Zacharakis, A. (2008) A look at the field: Conferences as a measure of activity. Presented at the Doctoral Entrepreneurship Workshop, Instituto de Empresa, Madrid, Spain.

Zacharakis, A. (2008) Raising Capital: A Comparison between the U.S. and Brazil. Presented at FGV, Sao Paulo, Brazil.

Zacharakis, A. (2008). Entrepreneurship: The Economic Engine. Presented at Academic Leadership Program, Tec de Monterey, Guadalajara and Leon, Mexico.

Zacharakis, A. (2008) A unifying perspective of conferences. Presented at the International Entrepreneurship Research Exchange, Melbourne, Australia.

Zacharakis, A. (2007) How to write a business plan. Presented at the 2008 NECINA Brown Rudnick Business Plan Contest Co-hosted By Asia Business Forum, Babson College

Zacharakis, A. (2007) Entrepreneurship education: The Babson difference. Presented at the Association of Korean Entrepreneurship Universities Conference, Muju Resort, Korea.

Zacharakis, A. (2007) Informal investors, angels and venture capitalists: A worldwide view. Presented at the KDI (Korean Development Institute) 36th Anniversary International Conference: Financing Innovation-Oriented Businesses to Promote Entrepreneurship, Seoul, Korea.

Zacharakis, A., Hatz, B., Stokke, N. & Jokinen, J. (2007) Helping teams raise their own money. Panel presented at the MIT \$100K Global Startup Workshop, Trondheim, Norway.

Zacharakis, A. (2007) Venture capital and technology as a basis for business development. Presented at Norwegian University of Science and Technology (NTNU), Trondheim, Norway.

Zacharakis, A. (2007) Opportunity recognition. Presented at Norwegian University of Science and Technology (NTNU), Trondheim, Norway.

Zacharakis, A., Benson, W., Robinson, M., Klein, D., Malka, B. (2007) Trends in technology investing. Panel for Babson Alumni Technology Council, Wellesley.

Zacharakis, A. (2007) A research agenda for the real world. Presented at the ITESM 37th Congresso de Investigacion y Desarrollo, Mexico City.

Zacharakis, A. (2006) Small business education: Expanding our understanding of the field. Presented at the Academy of Management, Atlanta.

Zacharakis, A. (2006) Informal and formal venture capital in the future. Presented at Workshop on Venture Capital Policy, Lund, Sweden.

Zacharakis, A. (2005) Panel presentation on *Opportunity Recognition and Evaluation*. Presented as part of Venture Day, 2005, Instituto de Empresa, Madrid, November 2005.

Zacharakis, A. (2005) Managing your dissertation. Presented at the Babson Kauffman Entrepreneurship Research Conference, Wellesley, MA.

Zacharakis, A. (2004) Entrepreneurship and Opportunity Identification. Presented at III Encontro Internacional de Empreendedorismo, Instituto Euvaldo Lodi, Recife, Brazil.

Zacharakis, A. (2004) Venture Capital and Angel Financing. Presented at III Encontro Internacional de Empreendedorismo, Instituto Euvaldo Lodi, Recife, Brazil.

Zacharakis, A. (2003) Entrepreneurial Growth Strategies. Presented at The International Congress of Entrepreneurs, Instituto Tecnológico de Monterrey, Mexico City.

Zacharakis, A. (2003) Opportunity recognition: New venture creation and corporate growth and renewal. Presented to World MBA Tour, Boston, MA, September 2003.

Zacharakis, A. (2003) The entrepreneurial process. Presented to the Babson Monday Network, Wellesley, MA.

Zacharakis, A. (2002) The Art of Entrepreneurship Education, Coleman Foundation Panel. Presented at USASBE in Reno.

Marram, E., & Zacharakis, A. (2001) Cases in entrepreneurship. Presented at the Art of Case Writing Seminar, Wellesley, MA.

Zacharakis, A. (2001) Award winning dissertations in the field of entrepreneurship. Presented at 2001 Academy of Management meetings, Washington D.C.

Zacharakis, A. (2001) The entrepreneurship intensity track program. Presented at FIT Workshop, Euroforum Institute, Madrid, Spain.

West, G., & Zacharakis, A. (1999) Entrepreneurship in interacting knowledge flows. Invited presentation to 1999 RPI/Darden Third Annual Young Faculty Research and Teaching Retreat.

Under Review

INTERVIEWS IN POPULAR PRESS

Forbes, November 17, 2015. For Founders Looking To Crowdfund Their Startups, Not All Investors Are Created Equal.

AccreditedInvestorsMarkets.com, December 2, 2014. AngelList and Maiden Lane: A Better Mousetrap by Aligning Incentives?

The Wall Street Journal, November 3, 2014. What College Can Teach the Aspiring Entrepreneur

The Wall Street Journal, August 25, 2012. Angels can fund your next step.

Slate.com, May 14, 2012. The kozmo trap: What small businesses can learn from a dot.com debacle.

The Wall Street Journal, May 2, 2012. New turf for sharing services: The driveway.

MYOB Radio Show, December 21, 2011. Interview on entrepreneurship education.

The Wall Street Journal, September 1, 2011. For entrepreneurs, disaster brings eureka.

BusinessWeek.com, May 16, 2011. B-School Startups: Click for Handy Cooking Cues

The Wall Street Journal, April 13, 2010. For Entrepreneurs, sharing isn't always fun: Equity in lieu of pay can help business owners lure talent, but many may not want to part with future profits.

The Wall Street Journal, January 5, 2010. Start-ups will keep struggling in 2010.

The Boston Herald, January 3, 2010. Be cautious as times get better.

The New York Times, September 10, 2009. In the Hunt: Finding the path to success by changing directions, Pg. B7.

The Wall Street Journal, September 16, 2008. Small firms see financing harder to get.

The New York Times, May 1, 2008. A classroom path to entrepreneurship. Business Section, Pg. 7.

WSJ.com, May 1, 2008. Product shift keeps mortgage firm afloat.

Corporate Secretary, October 2007. CEO, phone home. Pgs. 26-31.
The Wall Street Journal, June 25, 2007. Flying solo...with a net.
The Boston Globe, June 25, 2006. Swing away, but with less risk: You needn't go for broke to be an entrepreneur
Forbes.com, April, 12, 2006. Startup valuation voodoo.
The Boston Globe, March 5, 2006, pg. G1, G7. If you can do more, try a few careers until you're sure.
Inc. Magazine, June 2005, pg. 44. Instantly global.
The Boston Herald, June 14, 2005. Turn on... log in... drop out? Steve Jobs: Quitting school made me smart.
The Boston Globe, June 12, 2005, G1, 7. For younger workers, entrepreneurship isn't a bad word.
The New York Times, June 9, 2005. Betting it all (literally) to make a dream film.
Worthwhile. March 2005. The new breed of MBA.
Realtor Magazine Online, February 1, 2005. Turning ideas into profit.
The Startup Journal: WSJ.com, September 15, 2004. Why the over 50 crowd prefers entrepreneurship.
The Newark Star Ledger, September 12, 2004. Apprenticeships can help would-be entrepreneurs.
Remodeling Online, September 1, 2004. Twice as nice.
WVON 1450, August 25, 2004. HBCU and Babson College.
Associated Press, August 4, 2004. Student entrepreneurs mix classes, commerce.
Inc. Magazine, June 1, 2004. Dropping back in.
National Post, Toronto. April 26, 2004. Startup firms hatch in college incubator.
The Small Business Advocate with Jim Blasingame. April 19, 2004. Radio interview.
Startup Journal, March, 2004. Finding an internship with a startup venture.
BusinessDay.com, November 17, 2003. Setting a new course for entrepreneurship in SA.
The Boston Herald, November 14, 2003. Massachusetts business setting gets top marks.
WBIX 1060 – Early Exchange, November 14, 2003. Friends and Family investing.
The Boston Herald, November 13, 2003. Massachusetts business setting gets top marks.
WOR710 – The Dolans, November 3, 2003. Investing in child's business. Syndicated program to over 200 radio stations.
CBS.Marketwatch.com, November 2, 2003. Retirees as venture capitalists: How to approach investing in a relative's business
The Boston Herald, August 31, 2003, pgs. W1, W11. Making it on your own: Entrepreneurship still an option in down economy.
Entrepreneur Magazine, May 2003, pgs. 52-57. The innovation toolkit.
Chicago Sun-Times, April 21, 2003. Some vendors take it to the streets.
Sunday Star-Ledger, April 13, 2003. The entrepreneur's dream? A regular job.
Daily News, February 2, 2003. The push and pull of business.
Entrepreneur Magazine, February 2003, pgs. 15-18. There's risk involved.
The Boston Herald, January 9, 2003. Advocates eye stimulus plans with interest.
The Business Journal: Kansas City, November 29, 2002. VC for a down economy: Spinoffs, regional offices begin to replace the tech startup
CBS Market Watch, November 20, 2002. Fewer entrepreneurs to speak of: Self-employed rates drop globally; U.S. stable, study says
The Boston Globe, October 13, 2002. pg. E2. A new entrepreneurial climate, in dollars and sense.
The Boston Herald, October 3, 2002. High growth entrepreneurs need support.
BCentral.com, September 11, 2002. Tales of recovery from the ultimate in disasters.
Northeast Pennsylvania Business Journal, July 2002. Why entrepreneurs matter to a regional economy.
Startup Journal, June 27, 2002. Not all business owners keep slavish hours.
The Deal.com, June 20, 2002. Capital calls.
WBZ Radio, May 30, 2002. Radio Interview on US GEM report.
The Boston Herald, May 30, 2002. Many laid-off execs trying the start-up path.
Wall Street Journal, May 28, 2002, pg. B5. Small Talk: Northeast tops the list for small business activity.
Boston Business Journal, May 17-23, 2002. Entrepreneurship drops, experts eye rebound ahead.
The Boston Herald, May 16, 2002. There's hope for troubled small businesses.
The Los Angeles Times, May 15, 2002, pg. C-5. Entrepreneurship takes a hit in 2001, study says.
WBIX-AM Business 1060, May 15, 2002. Radio Interview on US GEM report.
The Deal.com, May 10, 2002. Capital calls.
Today's Black Woman, May 2002, pg. 44. Money matters: Time to give in?
Boston Business Journal, April 26, 2002. Why small businesses fail.
Daily Deal, April 19, 2002. Where others have failed, Venture Exchange treads anew.
Inc. Magazine, March 1, 2002. After the storm.
American Demographics, March 2002, pgs. 36-41. Capitalist dreams.

Babson Alumni Magazine, Spring 2002, pgs. 22-23. Required reading.

Metrowest Daily News, February 11, 2002, pgs. C3, C4. A breath of fresh air.

Inc. Magazine, January 1, 2002. Have tech, won't travel.

Startup Journal: The Wall Street Journal Center for Entrepreneurs, January 2002. How to start a business with very little money.

Crain's Chicago Business, December 10, 2001, pgs sb4, sb8. Startups take a leap of faith.

Boston Herald, November 15, 2001. Opportunity knocks... or maybe necessity.

Metrowest Daily News, November 14, 2001. Slump takes a toll on start-ups.

Commerce Magazine, November 2001, pgs. 36-37. La renaissance de l'entrepreneur.

USA Today, October 10, 2001, B10. Disaster plan can reduce confusion in emergency.

Boston Herald, September 13, 2001. Attacks could affect start-up outlook.

E-Merging Business Magazine, Summer 2001. Recovery room: Achieving maximum gain with minimal risk.

Boston Herald, August 20, 2001. Two studies, two ranks, one debate.

USA Today, August 15, 2001, B1. A woman's work is rarely funded Female-led start-ups get only a fraction of venture capital funds

Entrepreneur Magazine, July 2001, pgs. 17-20. You suck! Don't take it personally: That's just post-dotcom backlash talking. Or is it.

USA Today.com, June 15, 2001. <http://cgi.usatoday.com/small/news/2001-03-01-bizstart.htm>. Starting a business with a weaker economy

Inc. Magazine, May 15, 2001, pgs. 78-80. Going for broke.

Inc. Magazine, May 15, 2001, pgs. 96-99. Demographic Shift.

Babson Bulletin, Spring 2001, pgs. 13-14. Bridging the gap.

Business First, March 9, 2001, pgs. 31, 38-39. The risks of risk-taking.

The Wellesley Townsman, March 8, 2001, pg. 42. Advice for entrepreneurs in the 'next economy.'

Associate Press—Star Tribune, March 7, 2001. Slow economy might be right for a startup.

The Boston Globe, February 27, 2001, pg. D2. Fleet study aimed at woman-owned firms.

SmallBusinessDepot.com, February 23, 2001. Native Americans discover entrepreneurship.

The Boston Herald, February 12, 2001. For now, Hub good for entrepreneurs.

Reuters News Wire, February 8, 2001. Newbiz: Good climate for start-ups in U.S., despite slowdown

USA Today, February 7, 2001, 3B. Highflying entrepreneurs landing with thud.

CNC Newspapers, February 7, 2001. Babson rates state of entrepreneurs: But college study points to signs of sluggish entrepreneurial spirit.

National Public Radio: Morning Edition, Friday, February 2, 2001. Dot-Com Success.

Babson Bulletin, Winter 2001, pgs 17-19. One program, two goals: The entrepreneurship intensity track enables students to earn an MBA and launch a business.

LocalBusiness.com, November 6, 2000. Robo entrepreneurs.

Kiplinger's Personal Finance Magazine, September 2000, pg. 94. A risky business.

Press-Enterprise, Sunday, July 23, 2000. New generation of entrepreneurs rewriting the rules.

USA Today, June 12, 2000, 4B. Couples make their mark in pen business: Friends take strengths into niche market.

Wall Street Journal, May 22, 2000, R4. Rewriting the Rules: A new generation of entrepreneurs find themselves at the perfect time and place to chart their own course.

Mass High Tech: The Journal of New England Technology, March 27-April 2, 2000, Vol 18(13): 28, 42. Incubators, VCs, Angles: Getting Crowded.

Entrepreneur Magazine, March 2000. Biz101: Out-of-towners.

Entrepreneur Magazine, February 2000. There ought to be a law. Pp. 104-109.

The Industry Standard, February 28, 2000. MomandPop.com

Inc. Magazine, December 1999. Hot zones: The best cities in America for starting and growing a business. Pp. 67-90.

Interactive Week from ZDWire, November 24, 1999. Angel Investors Go Where VCs Fear To Tread Sayyes.com. Web cast for *Entrepreneurs1 Tour of America Hits the Road*, October 13, 1999.

Bloomberg Magazine, October 1999. Look who's talking. Pg. 32.

Associated Press, September 21, 1999. Study says to start lessons for business success early.

Business Wire, September 14, 1999. Entrepreneurs need not fail before they succeed.

Venture Capital Journal, September 1, 1999. Far away start-ups in need of cash. P1.

Bloomberg Small Business Report. Interviewed for GEM findings. Aired August 7, 1999 on USA Network, DirectTV. Also aired over Bloomberg Radio and on Bloomberg Interactive.

Boston Business Journal, August 6-12, 1999. Study: Hub is a magnet for entrepreneurs. Pp. 24, 47.

Private Equity Week, August 2, 1999. Study indicates sea of equity leaves some parched. Vol. 6(31): pp. 1,16.

Womenconnect.com, August 2, 1999. Study: Plenty of capital available, but finding and winning harder for small start-ups.
The Kansas City Star, August 1, 1999. Money for new firms is available, but hard to find. F3.
Business Wire, July 28, 1999. New study on entrepreneurship reveals U.S. is awash in capital for new business start-ups; report indicates that start-up activity more prevalent than previously believed.
The Washington Daybook, July 28, 1999. 12 noon commerce - News conference SPONSOR: National Commission on Entrepreneurship (NCOE)
Boston Globe, July 28, 1999. Entrepreneurs often miss public funds. E3.
Boston Herald, July 28, 1999. Study targets government seed money.
Los Angeles Times, July 28, 1999. Heard on the beat: Start-ups and GDP.
New Orleans Times-Picayune, July 28, 1999. Equity elusive for entrepreneurs.
WBZ Radio, Boston, July 28, 1999, 8:56 AM.
U.S. Newswire, July 27, 1999. Study: U.S. fails to match entrepreneurial might with start-up capital, policy supports

AWARDS, HONORS AND SERVICE

Awards

Named one of the Top 100 Entrepreneurship Professors in the World, 2015
<https://www.hottopics.ht/stories/education/the-100-top-professors-of-entrepreneurship-worldwide/>
Received NYU/Stern, 8th Annual Conference on Social Entrepreneurship Conference, Best Paper Award, 2011.
Received the Babson College Research Award for outstanding research between 2005-2007, 2008.
Received the Edwin M. & Gloria W. Appel Prize (Price-Babson Fellows Program) for bringing entrepreneurial vitality to Academe, 2007.
Received NamGok Academic Award as best paper published in *The Korean Journal of Financial Management* journal for 2003.
Lead Investigator for U.S. Global Entrepreneurship Monitor project sponsored by the Kauffman Foundation, 1998-2003.
Received Babson Summer Research Stipend, 2000.
1999 Best Article Award published in *Journal of Small Business Management* as selected by editorial board. Received June 2000.
Bentley Summer Research Grant, 1996, 1997
Bentley Service Learning Grant, 1997
Bentley Publication Award, 1995, 1996, 1997
Heizer Award of Distinction for Best Entrepreneurship Dissertation, presented by Academy of Management - Entrepreneurship Division, 1995.
Research Assistantship, University of Colorado, 1991 - 1995.
Lead Graduate Teacher for Business School, 1994 - 1995.
Kauffman Foundation Dissertation Fellowship (Center for Entrepreneurial Leadership) - November 1994.
Graduate School Dean's Small Grant Award - November 1994.
Anderson Entrepreneurship Chair Stipend - Summers of 1992, 1993, 1994.
Babson Entrepreneurship Research Conference Doctoral Consortium Scholarship - March 1993.
E.M. Kauffman Foundation Stipend for Babson Doctoral Consortium - March 1993.
Boise Cascade Scholarship Recipient - Spring 1990.

Honors

Opponent for Volker Bruns dissertation defense *Who Receives Bank Loans?* Jonkoping International Business School, Sweden, June 2004.
Selected as SEE (School of Executive Education) Fellow, May 2001, 2002.
Invited to *Entrepreneurship and Public Policy* symposium at Kennedy School, Harvard University, April 2001.
Attended Price Babson Reflect conference, Babson Park – June 1999 – 2001.
Invited to Ruffin Lectures on Business Ethics, “Ethics, Entrepreneurship, and the Foundations of Capitalism,” Darden School, University of Virginia – October 1999.
Attended RPI/Darden young entrepreneur scholar symposia, Lenox, MA - May 1997; May 1998; October 1999.
Attended Price Babson Symposium for Entrepreneurship Educators XIV, Babson Park – May 1998
Craft of Case Teaching Seminar, Harvard Business School - November 1996
Attended Gadfly Roundtable on Business Ethics - June 1996
Attended Bentley Diversity Retreat - March 1996.

Member of the Entrepreneurship Research Consortium - November 1995.
Entrepreneurship Division Doctoral Consortium, Academy of Management meetings - August 1994.
Attended Entrepreneurship Research Workshop, Winter Park - July 1994.
Western Academy of Management Doctoral Consortium - March 1994.
Babson Entrepreneurship Research Conference Doctoral Consortium - March 1993.
Beta Gamma Business Fraternity - Spring 1991.
Deloitte Touche Consulting Challenge Finalist - Spring 1990.

Service

Director of the Babson College Entrepreneurship Research Conference, 2005 – present.
Member of MSEL Task Force, 2015.
Member of MBA Core Curriculum Task Force, 2010.
Served on Mariarosa Scarlata’s dissertation committee, “Can the key elements of venture capital be successfully applied to the financing of social enterprises?” 2009 – 2010.
Served on Oksana Koryak’s dissertation committee, “Risk Taking by Venture Capital Firms: A Behavioral Perspective.” Instituto de Empresa, 2007 – 2010.
Member of the Babson Graduate Decision Making Board, 2006 – 2009.
Served on Jennifer Walske’s dissertation committee, “Venture Capital Syndication.” Boston University, 2006 – 2008.
Member of Task Force to Review the Entrepreneurship Curriculum at Babson, 2007 – 2008.
Moderator for Technology Entrepreneurship Panel, Babson Forum on Entrepreneurship and Innovation, 2008.
Faculty reader and mentor for Doctoral Consortium, Entrepreneurship Division, Academy of Management. 2006.
Executive Committee Member for Entrepreneur Division of Academy of Management - 1996 – present

- Past Chair – 2005 – 2006.
- Chair – 2004 – 2005.
- Chair Elect – 2003 – 2004.
- Program Chair – 2002 – 2003.
- Professional Development Workshop Chair – 2001 – 2002.
- Research Committee, Entrepreneurship Division – 1998 – 2001
- Chair of Teaching Committee, Entrepreneurship Division - 1996 – 1998

Fast Track Design Team, expert on-call for entrepreneurship. Summer 2005.
Served on Matthias Eckermann’s Dissertation Committee, “Venture Capitalists’ Exit Strategies under Information Asymmetry: Evidence from the U. S. Venture Capital Market.” University of Dresden, Germany, June 2005.
Entrepreneurship Division Chair, Babson College – 2003 – 2005.
Member of Babson PhD design committee – 2003 – 2005.
Member of Olin/Babson curriculum initiative – 2004 – 2005.
Session Chair at 2005 Academy of Management conference, Hawaii – August 2005.
Session Chair at 2005 Babson Kauffman Entrepreneurship Research conference, Wellesley – June 2005.
Faculty Advisor for Babson Entrepreneurial Exchange – 1998 – 2004.
Acting Director of Arthur M. Blank Center – 2003-2004.
Session Chair at 2003 Babson Research Conference, Wellesley, MA – June 2003.
Member of School of Executive Education Advisory Board – 2002 – 2003.
Member of Ten Year MBA Mods Review Task Force – 2002 – 2003.
Member of Faculty Life Task Force – 2002
Faculty Advisor for Babson Hatchery – 1998 – 2002.
Session Chair at 2002 Institute for Latin America Business conference on Venture Financing, Wellesley, MA – June 2002.
Session Chair at 2002 Babson Research Conference, Boulder, CO – June 2002.
Faculty Advisor for Babson Entrepreneurial Review – 1998 – 2001.
Judge for Heizer Award given to best entrepreneurship dissertation each year – 2001.
Moderator for panel at Babson Technology Venture Group, March 2, 2001. Raising Intellectual Capital. Featuring Michael Frank (ATV), Ian Finely (Longworth), Jim Madison (The View Group) and Himanshu Bhatnager (eMoxsha).
Moderator for panel at Cbyersymposium. “Entrepreneurial Challenges: Building Businesses After the Dot com failures...” featuring Ted Dintersmith (Charles River), Ashley Stephenson (Xedia), Ian Finley (Longworth Venture Partners), Tom Ashbrook (Homeportfolio.com), and Michael Carusi (Advanced Technology Ventures). Harvard University, February 10, 2001.
Served on Entrepreneurship Intensity Career Track task force – 1999 – 2000.

Faculty Advisor for Babson Club Hockey – 1999 – 2000.
Panel participant for Babson/Kauffman Doctoral Consortium “Early Career Issues,” Babson/Kauffman Research Conference, June 2000.
Session Chair at 2000 Babson Research Conference, Wellesley, MA -- June 2000.
Served on selection committee for Academy of Management Mentor Award in Entrepreneurship – 2000.
Session Chair at 1999 Babson Research Conference, Columbia, SC – May 1999.
Moderator of Irwin McGraw-Hill Award for Pedagogy Innovation at Academy of Management pre-conference – August 1998
Session Chair at 1998 Babson Research Conference, Belgium - Spring 1998.
Director and Founder of Bentley Chamber of Commerce, oversaw Student Entrepreneur On-campus Businesses - September, 1995 - 1998.
Committee member for Bentley Graduate Entrepreneurship Concentration - September, 1995 - 1998
Established Irwin McGraw-Hill Award for Pedagogy Innovation – 1998.
Student Affairs and Enrollment Management Committee for Bentley College - 1996 – 1998
Judicial Board Member (Substitute) - 1997 - 1998.
Consulting Class Advisor - 1997 - 1998.
Discussant for Academy of Management conference, Boston - Summer 1997
Session Chair at 1997 Babson Research Conference, Boston - Spring 1997.
Faculty Advisor for Case Competition Team in Bean Pot Case Competition - Spring 1997.
Inaugural Mentor for Boston Public School Student - 1996 - 1997.
Organized Management Distinguished Alumni Speaker's Series - 1996 - 1997.
Bentley Freshman Seminar - Fall 1996
Discussant for 1996 Academy of Management conference, Cincinnati - August, 1996
Gadfly Workshop VI participant, Center for Business Ethics, Bentley - May/June 1996
Developing Communication Modules for Business Courses participant - April 1996
Session Chair for 1996 Kauffman/Babson Entrepreneurship Research Conference, Seattle - March, 1996
Committee member for 1995 USASBE Conference, Boulder - January 1995.
Session Chair for 1995 USASBE Conference, Boulder - January 1995.
Committee member for University of Colorado Entrepreneurship Center - 1991 - 1995.
Committee member for Third Biennial High Technology Management Conference - June 1994.
Session Chair for Third Biennial High Technology Management Conference - June, 1994

PROFESSIONAL AFFILIATIONS

Academy of Management.
Beta Gamma Sigma.

REVIEWER

Member of Editorial Board for the *Strategic Entrepreneurship Journal* – 2008 – present.
Member of Editorial Board for *Journal of Management Studies* – 2008 – present.
Member of Editorial Board for *Venture Capital: An International Journal of Entrepreneurial Finance* – 2002 – present
Member of Editorial Board for *Journal of Entrepreneurial Finance and Business Ventures*, 2001 – 2012.
Member of Board of Advisors for *Journal of Small Business Management* – 2006 – 2012.
Member of Editorial Board for *Entrepreneurship Theory and Practice*, 2001 – 2009.
Member of Editorial Board for *Journal of Business Venturing* – 2003 – 2009.
Associate Editor of *Journal of Small Business Management* – 2003 – 2006.
Heizer Award for Best Dissertation in Entrepreneurship, 2001.

CONSULTING

2009 – 2012 Mars Snack Food, Hackettstown, NJ
Serve on Competitive Council. Evaluate Internal Venture Process.

- 2002 - 2005 Battelle Memorial Institute, Columbus, OH
Identify commercialization opportunities for Government Sector technologies
- 2003 - 2004 Dunkin Donuts (Allied Demecq), Randolph, MA
Needs assessment of franchisee owners.
- 1998 - 2000 Pro Tee Systems, Boulder, CO
Advised lead entrepreneur on developing a strong business plan. The entrepreneur was currently seeking first round financing.
- Fall 1999 Fish & Richardson P.C., Boston, MA
Expert witness about entrepreneurial success.
- Spring 1999 Mount Marty College, Yankton, SD
Conducted a curriculum review and offered suggestions on how to incorporate entrepreneurship courses.
- Spring 1998 Mixed Nuts, Belmont, MA.
Oversaw undergraduate group working with entrepreneur seeking growth opportunities for his retail business.
- 1997 - 1998 McDevitt Truck Sales, Manchester, NH.
Oversaw several MBA groups consulting regarding various initiatives that McDevitt might pursue.
- Fall 1997 Dalbar, Boston, MA.
Oversaw MBA group consultation that developed a culture audit and recommendations.
- March - April 1994 Hauser Chemical Research, Boulder.
Competitive Analysis of bulk natural pharmaceutical producers.
- June, 1993 Meyer Group, Boulder.
Litigation Support; difference between professional and line staff.

OTHER PROFESSIONAL EXPERIENCE

- 1988-1990 Financial Analyst
Leisure Technology, Inc. Los Angeles.
Responsible for cash flow analysis and forecasts at the corporate, division, and program levels.
Produced and analyzed loan packages.
- 1987-1988 Manager of Operations/Associate
The Cambridge Companies Los Angeles.
Oversaw formation and development of restaurant partnership. Reviewed business plans to assess investment potential for venture capital arm of business.
- 1985-1986 Financial Analyst Intern
IBM Corporation Kingston, NY & Denver, CO.
Produced budget forecasts, variance analysis, product feasibility studies, and cost-benefit analysis.
Provided marketing and sales support for IBM PCs.