

Caron H. St. John, Ph.D.

CLEMSON UNIVERSITY

Associate Dean, Research, Graduate Programs & Outreach

College of Business and Behavioral Science

Caron St. John is the Associate Dean for Research, Graduate Programs & Outreach in the College of Business & Behavioral Science at Clemson University. She has direct management responsibility for the MBA programs, the Spiro Institute for Entrepreneurial Leadership and the Clemson Renaissance Center and has oversight responsibility for the other college centers and institutes including Professional Advancement and Continuing Education (PACE), and the upstate SC regional office of the Small Business Development Center (SBDC).

Dr. St. John has participated in grants receiving over \$1.5 million in funding from the U.S. SBA, the U.S. Department of Commerce, and the National Science Foundation. She has published articles in leading scholarly journals including *Academy of Management Review*, *Strategic Management Journal*, *Journal of Operations Management*, *Production and Operations Management*, and *Organizational Research Methods*, as well as textbooks in strategic management. Her research has been profiled in an article in *The Economist* and recognized by the Decision Sciences Institute with a Best Interdisciplinary Paper award. She was also invited to present her work on geographical clustering of high technology firms at the 1997 *Conference Board of Canada's* Technopolis Conference. She was the recipient of the 2007 Charles Townes Award for Individual Achievement in Innovation from InnoVision, a South Carolina non-profit organization focused on innovation and economic development. She teaches undergraduate and graduate courses that address the business, operations, and technology strategies of firms, and is the two-time recipient of the MBA Student Association teaching award.

She is a founding board member of the Upstate Coalition for Entrepreneurial Development (now NEXT) and a founding board member of InnoVenture. She serves on the Clemson University Research Foundation board, chairs Clemson University's Intellectual Property Committee, chairs the university's Executive, Continuing & Professional Education Steering Committee, and participated in two of the university's strategic budget tasks forces during the recent budget crisis. Before pursuing an academic career, she was a research chemist with Celanese Corporation in Charlotte, NC where she was involved with new product development and new business development in high performance fibers. She has a B.S in chemistry from the Georgia Institute of Technology (Georgia Tech), and a MBA and PhD in business administration from Georgia State University.

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RESEARCH INTERESTS

Multi-level, multi-theoretical explanations of competitive, technology, and operations strategies of new and established manufacturing and high technology firms.

TEACHING INTERESTS

Technology Entrepreneurship, Strategic Management, Operations Strategy, Technology & Innovation Mgt.

EDUCATION

- **Georgia State University:** PhD in Management with a double major in Business Policy and Operations Management- December, 1988, Master of Business Administration - June, 1984.
- **Georgia Institute of Technology:** Bachelor of Science in Chemistry - June, 1976.

ACADEMIC EXPERIENCE

- **Fall 2006- present:** Associate Dean, Research, Graduate Programs & Outreach
- **Spring 2006- present:** Director, MBA Programs & Clemson Renaissance Center
- **Spring 1998 - present:** Director, Arthur M. Spiro Institute for Entrepreneurial Leadership
- **Spring 2000-present:** Professor of Management, College of Business and Behavioral Science, Clemson University
- **Fall 1992 – Spring 2000:** Associate Professor of Management, College of Commerce and Industry, Clemson University.
- **Fall 1988 - Spring 1992:** Assistant Professor, Management Department, College of Commerce and Industry, Clemson University.
- **Fall 1987 - Spring 1988:** Temporary Instructor, Management Department, Georgia State University.

INDUSTRY EXPERIENCE

June 1976 - October 1981: Celanese Corporation, Charlotte, N.C.

- **Research Chemist, New Business Development** - defining diversification and new product development opportunities for the Fibers Company.
- **Chemist, New Product Development** - technical liaison between sales/customer and plant/R&D during development and early commercialization of new products.

HONORS AND RECOGNITIONS

- Recipient, 2007, *Dr. Charles Townes Individual Achievement Award*, which recognizes an individual who exhibits the true spirit of innovation, excellence and leadership through hard work and a commitment to the Upstate of South Carolina, presented by InnoVision, a program of Deloitte-Touche.
- Recipient, with N. Balakrishnan and J. Fiet, of the *Outstanding Interdisciplinary Paper Award*, Decision Sciences Institute Annual Meeting, 1999.
- Recipient of the *MBA Student Association's Outstanding Faculty Award*, in 1998 and 1994 - Clemson University
- Invited by the **Conference Board of Canada** to present paper on geographical clustering of competing firms at their annual Technopolis Conference - Ottawa Canada, 1997.
- Research profiled in "Hopelessly Seeking Synergy," *The Economist*, August 20, 1994 v332 n7877 p53(1).
- Recipient of the **Management Department Scholarly Achievement Award**, 1994 - Clemson University.
- As a doctoral student at Georgia State University: Recipient of the Lockheed Leadership Fund Fellowship, George E. Manners Fellowship for graduate study in Policy two consecutive years, Management Department's Outstanding Doctoral Student Teaching Award, George E. Manners Award for graduate study in Business.

RESEARCH AND SCHOLARLY ACTIVITY

Articles and Scholarly Chapters

Alan Cannon and Caron St. John (2007) Measuring Environmental Complexity: A Theoretical and Empirical Assessment, *Organization Research Methods*, 10: 296- 321.

Caron St. John & Richard Pouder (2006) Technology Clusters vs. Industry Clusters: Resources, Networks, and Regional Advantages, *Growth And Change*, 37 (2), 141-171.

Caron St. John & Richard Poudier (2006) Photonics Technology, Innovation, and Economic Development in **Handbook of Photonics, 2nd edition** (Boca Raton Fl: CRC Press).

Caron St. John (2005) Multi-Theoretical Mixed-Level Research in Strategic Management in **Research Methodology in Strategy and Management, 2**, editors: David Ketchen and Donald Bergh (Amsterdam, The Netherlands: Elsevier Press).

Cannon & C. St. John, (2004) Competitive strategy and Plant-level flexibility," **International Journal of Production Research.**, 42 (10), 1987-2007.

C. St. John, (2004) "SWOT analysis," Encyclopedia of Health Care Management. Edited by Michael Stahl, (New York: Sage Publishing)

C. St. John, R. Poudier, & A. Cannon, (2003) Environmental Uncertainty and Product-Process life Cycles: A Multi-level Interpretation of Change Over Time, Journal of Management Studies. 40(2), 513-539.

C. John, N. Balakrishnan & J.O. Fiet. (2002) Corporate Strategy and Wealth Creation: An Application of Neural Network Analysis, Neural Networks for Business: Techniques and Applications, (eds.) Kate Smith and Jeet Gupta. Idea Group Publishing.

C. St. John, A.Cannon, & R. Poudier, (2001) Change Drivers for the New Millennium: Implications for Manufacturing Strategy Research, Journal of Operations Management, 19, 143-160.

C. St. John, N.Balakrishnan, & J.O. Fiet. (2000)) Modeling the Relationship between Corporate Strategy and Wealth Creation Using Neural Networks. Computers & Operations Research, 27, 1077-1092.

Caron St. John, Scott Young, & Janis Miller (1999) Coordinating Manufacturing and Marketing in International Firms. Journal of World Business, 43 (2), 109-127.

Caron St. John & Phil Roth, (1999) The Impact of Cross Validation on Multiple Regression Research in Organization Strategy, Organizational Research Methods, (2) 2, 157-174.

Caron St. John & Jeffrey Harrison, (1999), Manufacturing-Based Relatedness, Synergy and Coordination, Strategic Management Journal, 20 (2), 129.

Uma Sridharan & Caron H. St. John, (1998) The Effects of Organizational Stability and Leadership Structure on Firm Performance, Journal of Managerial Issues, Winter, 10 (4), pg. 499.

Richard Pouder & Caron H. St. John, (October 1996), Hot Spots and Blind Spots: Geographical Clusters of Firms and Innovation, Academy of Management Review, Vol. 21, no. 4, 1192-1226.

Jeffrey S. Harrison & Caron H. St. John, (May 1996), Managing and Partnering with External Stakeholders, Academy of Management Executive, Vol. 10, no. 3, 46-61.

Scott Young & Caron St. John, (1996), Coordination in Global Operations, in Scott Young, Global Operations (Quorum Press).

Caron H. St. John & Jeffrey S. Harrison, (1995) "In Search of Synergy: The Illusive Key to Competitiveness in the 1990s and beyond," Prevision (Published by the Japan Management Association Research Institute).

Caron H. St. John & Scott T. Young, (1995) "Functional Coordination Within the Global Firm," International Business Review, 4 (3), 341-354.

Ernest H. Hall & St. John, Caron H., (1994) "A Methodological Note on Diversity Measurement," Strategic Management Journal, 15, 153-168.

Caron H. St. John, (1993) "Coordinating Marketing and Manufacturing Groups," 1994 Handbook of Business Strategy, (New York: Faulkner & Gray, Inc.).

Caron H. St. John, (1993) "ISO 9002 Registration at DEC's Greenville, SC Printed Wire Board Plant," Target, 9 (4), pp. 42-45.

St. John, Caron H. & Heriot, Kirk C., (1993) "Jit Purchasing: Buying From Small Businesses" International Journal of Purchasing and Materials Management. (January).

St. John, Caron H. & Young, Scott T. (1992) "An Exploratory Study of Patterns of Priorities and Trade-offs Among Operations Managers," Production and Operations Management. Vol 1, No. 2, Spring, 133-149.

St. John, Caron, Product-Focused Teams at AMP, Inc.'s ICCP Division. Target, Jan-Feb, (1992).

St. John, Caron H. & Rue, Leslie W., "Coordinating Mechanisms, Consensus between Marketing and Manufacturing Groups, and Marketplace Performance" Strategic Management Journal, November, (1991).

St. John, Caron H., "Lands' End, Inc.," Case Research Journal, Summer, (1991).

St. John, Caron H. & Young, Scott T., (1991), "The Strategic Consistency Between Purchasing and Production," International Journal of Purchasing and Materials Management, vol. 27, no. 2, (Spring), 15-20.

St. John, Caron H., (1991) "Marketing and Manufacturing Agreement on Goals and Planned Actions," Human Relations, vol. 44, no.3, 211-229.

St. John, Caron & Hall, Jr., Ernest H., "Managing the Marketing-Manufacturing Interface," Industrial Marketing Management, vol. 20, (1991), 223-229.

Groff, G. K. & St. John, C.H., (1990) "Fundamentals of Manufacturing Strategy," Burton V. Dean, Editor, Strategic Management: Methods and Studies (Studies in Management Sciences and Systems Series), Elsevier Science Publishers/North-Holland Publishing Company.

St. John, C.H., Blumenfeld, W.S., Angelidis, J.P. and Young,S.T., "An Attempt to Predict Career Intentions of College of Business Administration Doctoral Students," Journal of Education for Business, April, (1989).

St. John, C.H., "Operations Strategy: A Review and Bibliography," Operations Management Review, Summer, (1986).

Grants and Contracts

Contracts with Michelin, Rockwell Automation, Greenville Hospital System, SC Launch, SC Research Authority, Clemson University Research Foundation and various technology start-ups ~ for MBA student experiential educational projects, totaling approximately \$300,000.

Caron St. John, Principal Investigator with Sarit Bahduri and Martine LaBerge, "Partnerships for Innovation: Economic Excellence in Biomaterials" from National Science Foundation. \$600,000 for three years.

John Ballato, Caron St. John (co-Principal Investigator), Chris Przirembel, "Partnerships for Innovation: Economic Excellence in Photonic Materials" from National Science Foundation. \$600,000 for three years.

Caron St. John, Ed Page, and Chris Przirembel (with investigators from USC) - \$250,000 to Clemson University from U.S. Department of Commerce to fund incubator network and business services for high technology businesses in South Carolina, matched with funds from the SC Epscor committee and Clemson University. Total value for two years, Clemson and USC - \$750,000.

Richard Pouder & Caron St. John, "An Exploratory Study of Geographical Clusters of Biotechnology Firms and Innovation," \$5000 grant funded by Spiro Center for Entrepreneurial Leadership, Clemson University.

D. Underwood, R. Howaczyk, C. St. John, S. Underwood, B. Foltz, "Industry Driven Graduate Skills Identification," Participant in \$37,850 Innovation Fund grant pursued by University Assessment.

St. John, Caron H. & Young, Scott T., "Marketing and Manufacturing Coordination in Global Business," \$5000 grant from Clemson University Center for Industrial Management and \$1300 grant from University of Utah, Center for International Business Research.

St. John, Caron H. & Heriot, Kirk. \$60,000 U.S. Small Business Administration Research Grant. Purpose was to study the federal reporting system used to monitor the implementation of the SBA's small business subcontracting program among defense prime contractors.

St. John, Caron H. & Raffield, William D. Awarded \$6,000 Center for Industrial Management Grant. Purpose was to study the relationships among competitive goals, planned capacity strategy, actual capacity decisions, and firm performance.

Textbooks

Jeffrey S. Harrison & Caron H. St. John, (2008) Foundations of Strategic Management, 4th edition (Cincinnati, Ohio: South-Western College Publishing).

Jeffrey S. Harrison & Caron H. St. John, (1998) Strategic Management of Organizations and Stakeholders, 2nd edition. (Cincinnati, Ohio: South-Western College Publishing). First edition published in 1994. Third edition option declined by this author.

Technical Reports and Invited Newsletters

C. St. John, (2003) Entrepreneurship and Economic Growth, 300 for Greenville Newsletter, Volume 30, Number 1.

J. Ballato & C. St. John, (May 2002) "Enabling Economic Prosperity in South Carolina Through Knowledge Creation, Technology Transfer and Entrepreneurship in Photonic Materials" Greater Greenville Chamber of Commerce, Vol. 29, No. 1

Young, Roy E. & St. John, Caron H., (1995) "Organization Structures of Agricultural Experiment Stations and Cooperative Extension Services," Distributed by the National Association of State Universities and Land-Grant Colleges.

St. John, Caron H. & Heriot, Kirk C., (1990) "Subcontracting: A Case Study", final technical report issued to the Small Business Administration, Office of Advocacy, Washington, D.C., January 1991. Copy available upon request.

Presentations and Proceedings

Invited Presentations on Innovation Management with the National Envelope Association, fall 2008 in Philadelphia and SC.

Various invited talks with Greenville Chamber of Commerce, Rotary Clubs in the region, etc.

C. St. John, "The State of Small Business in SC," A Conversation on the SC Economy, Hosted by the SC Council on Competitiveness, Fall 2005, Greenville, SC.

C. St. John, *Multi-theoretical, Mixed-level Research in Strategic Management*, Academy of Management Annual Conference, 2005, Honolulu

A. Radhakrishnan & C. St. John, Decision Sciences Institute Annual Meeting, 2004

C. St. John, Entrepreneurship and Innovation, Cape Canaveral, Presentation to the Optical Society of America annual meeting.

C. St. John and R. Poudel, *Geographical Clusters: Industry Focused and Knowledge based Interpretations*. Academy of Management, Annual Meeting, August 2003, Seattle.

C. St. John, *Entrepreneurs and Entrepreneurship Teaching Entrepreneurship to Engineers*, Engineering Conferences International, Monterrey CA.. January 2003.

M. Brendle, F. Switzer, W. Stewart, C. St. John, *Personality and Company Culture: Contributions to Innovation for Small Businesses*, Society for Industrial and Organizational Psychology, Toronto, 2002.

Uma Sridharan and Caron St. John., *Critical Path*, Accepted for presentation at Decision Sciences Institute Annual Meeting, San Francisco, 2001.

Alan Cannon and Caron St. John, *Environmental Complexity: Research Implications of Measurement Choice*, Decision Sciences Institute Annual Meeting, San Francisco, 2001.

Alan Cannon and Caron St. John, *Competitive Strategy and Manufacturing Flexibility*, Decision Sciences Institute Annual Meeting, Orlando, 2000.

C. St. John, N. Balakrishnan, and J. Fiet. *Using Neural Networks to Predict the Wealth Effects of Corporate Strategy*, Decision Sciences Institute Annual Meeting, New Orleans, LA, Nov 1999.

Alan Cannon & Caron St. John, *A framework and measurement instrument for realized manufacturing flexibility*, Decision Sciences Institute Annual Meeting, New Orleans, LA, Nov 1999.

Alan Cannon & Caron St. John, *Task Environment Complexity: An Empirical Reassessment*, Academy of Management Annual Meeting, Chicago, SC, August, 1999.

Alan Cannon & Caron St. John, *Environmental Uncertainty, Strategy Choice, and Flexibility: A Conceptual Integration*. POMS annual meeting, Charleston, SC, Spring 1999.

Caron St. John & Richard Pouder, "*Cluster Cycles: What have we learned about sustainability and renewal?*" Presented by invitation Technopolis 97 : The Conference Board of Canada's International Conference on Metropolitan Concentrations of Knowledge-Based Industries, Ottawa, Ontario, Canada. August, 1997.

Caron H. St. John, Philip L. Roth, & Loretta F. Cochran, *The Impact of Cross-Validation on Multiple Regression Research in Organization Strategy*, presented at the Academy of Management Annual Meeting in Boston, August, 1997.

Caron H. St. John, *Managing External Stakeholders for Competitive Advantage*, presented at the PEOPLE conference in San Antonio, May 1997.

Uma Sridharan & Caron H. St. John, *CEO Duality and Firm Performance*, presented at the National Decision Sciences Institute meeting in Orlando, November, 1996.

Jeffrey S. Harrison & Caron H. St. John, *Managing External Stakeholders* presented at the National Decision Sciences Institute meeting in Hawaii, 1994 and published in the Proceedings.

Caron H. St. John & Jeffrey S. Harrison, *Manufacturing Relatedness and Manufacturing Synergies*, presented at the National Meeting of the Academy of Management, Dallas, 1994.

Ernest H. Hall & Caron H. St. John, *Rectifying Differences in Diversity Measurement*, paper presented at the National Decision Sciences Institute meeting in Washington, D.C. (1993) and published in the Proceedings.

St. John, Caron & Young, Scott T., *Toward a Theory of Global Marketing and Manufacturing Coordination*, presented at the annual meeting of the Production and Operations Management Society, Fall 1992.

St. John, Caron H. & Heriot, Kirk, *JIT Purchasing Relationships: Strategic Options for the Small Business*, Southern Management Association, Presentation and in the Proceedings, Fall, 1990.

St. John, Caron & Young, Scott, *Agreement within the Operations Infrastructure: An Exploratory Study*, Academy of Management Annual Meeting, August 1990, San Francisco.

Hall, Ernest H., Harrison, Jeffrey S. & St. John, C.H., *Rumelt's Typology*, Decision Sciences Institute, Presentation and in the Proceedings, Fall, 1990.

St. John, C.H., *Is Strategy Implementation a Neglected Topic?*, Presented at the 25th annual meeting of the Southern Management Association, Fall, 1986, and published in the Proceedings.

Young, S.T., Blumenfeld, W.S., St. John, C.H. & Angelidis, J.P., *A Ranking of Management Departments Based on Publication in Prestigious Management Journals: A Comparison of Two Approaches*, Presented at the 25th annual meeting of the Southern Management Association, Fall, 1986, and published in the Proceedings.

Angelidis, J.P., Blumenfeld, W.S., St. John, C.H. & Young, S.T. *The Preferred Faculty Activities of Business Doctoral Students*, ORSA/TIMS -Denver, 1988.

Blumenfeld, W.S. & St. John, C.H., *Interrater Reliability of Faculty and Student Ratings of Journals Publishing Articles in Strategic Management*, ORSA/TIMS, May 1987.

Cases and Textbook Chapters:

St. John, Caron & Meeker, Steve, "Lands' End, Inc." Published in:

- (1) Stahl, Michael & Grigsby, David, Strategic Management for Decision-Making, PWS-Kent, 1991. Ginn Press Publishing Program.
- (2) Hoffman & O'Neil, Strategic Management, West Publishing Co. 1993 edition.

St. John, Caron, "Toys 'R' Us, 1989" and "Toys 'R' Us" (1985). Published in:

- (1) Stahl & Grigsby Strategic Management for Decision-Making, PWS-Kent. 1991.
- (2) Hoffman & O'Neil, Strategic Management, West Publishing Co. 1993 Edition.
- (3) Leslie W. Rue & Phyllis G. Holland, Strategic Management: Concepts and Experiences, New York: McGraw-Hill Book Company, 1986. "Toys 'R' Us" (B) added to the 1989 edition.

(4) Bartlett, Hale C., Cases in Strategic Management for Business, New York: The Dryden Press, 1988.

(5) Certo, Samuel C. & Peter, J. Paul, Strategic Management: Concepts and Applications, New York: Random House, 1988.

(6) Thomas, Joe G., Strategic Management: Concepts, Practice, and Cases, Washington: Harper & Row, 1988.

St. John, Caron, "Apple Computer (B)" Published in Leslie W. Rue & Phyllis G. Holland, Strategic Management: Concepts and Experiences, New York: McGraw-Hill Book Company, 1986. 1st and 2nd editions.

St. John, Caron, "DeLorean Motor Company" Published in Leslie W. Rue & Phyllis G. Holland, Strategic Management: Concepts and Experiences, New York: McGraw-Hill Book Company, 1986. 1st and 2nd editions.

St. John, Caron, Chapter 12, "International Strategy and Global Strategies," and Appendix, "Financial Analysis," in Leslie W. Rue & Phyllis G. Holland, Strategic Management: Concepts and Experiences, 2nd edition, New York: McGraw-Hill Book Company, 1989.

TEACHING ACTIVITIES

During my time at Clemson University, I have created new courses in operations strategy at the masters and doctoral level, technology entrepreneurship at the undergraduate and graduate level, several additional entrepreneurship courses at the undergraduate level, an entrepreneurship minor at the undergraduate level, and a technology entrepreneurship certificate at the graduate level.

I have taught all of the courses noted above, including strategic management at the undergraduate, masters, and doctoral levels – all with excellent reviews. Additional information including course evaluations available upon request.

SERVICE

Professional Service

- Board Member, Clemson University Research Foundation
- Board Member, InnoVenture
- Corporate Board Member, Innegrity
- Former Board Member, Upstate Coalition for Entrepreneurial Development
- Former Board Member, Business Councils of South Carolina
- Former Board of Advisors for the Sullivan Wellness Center, College of Health, Education, and Human Development.

- Advisory board for various entrepreneurial ventures
- Editorial Review Board for Academy of Management Executive.
- Reviews for Academy of Management Journal, Management Science, Journal of Operations Management , Journal of Management, International Business Review and Production and Operations Management (Editorial review board early 1990s)
- Editorial Review Board of Business Case Journal (past)
- Program Coordinator for the Operations Management Association 1988 Spring Conference.
- Member of Academy of Management, Strategic Management Society, Decision Sciences Institute, Production and Operations Management Society.

University Service (highlights)

- Board Member, Clemson University Research Foundation
- Member, University Conflict of Interest Committee, 2008
- Chair, Dean Search Committee, 2005-2006
- Chair, University Intellectual Property Committee, 2006-present
- Member, University Intellectual Property Committee, 2000-2006
- Chair, Patent Policy Sub-Committee
- Chair, Spiro Entrepreneurship Endowed Chair Search Committee
- Member, BMW Systems Integration and Michelin Endowed Chair Search Committees
- Chair, President's Summit on Leadership, 2005
- Chair, Graduate Programs Task Force, 2004-2005
- Chair, Management Department Personnel Advisory Committee, 2002-2004
- Member, Bishop Chair Search Committee
- College Curriculum Committee – several years
- University Graduate Curriculum Committee – several years
- Student Academic Grievance Committee – several years

INSTITUTE AND PROGRAM LEADERHIP (Sample Programs and Activities)

Director, Spiro Institute for Entrepreneurial Leadership
50% time appointment, beginning in 1998

A. Building and Supporting Programs for Students:

- Created undergraduate courses, modules, emphasis areas, minors for students from any disciplines on campus.
- Created graduate courses, emphasis areas, and certificates including a Technology Entrepreneurship certificate program for graduate students in engineering and science disciplines an entrepreneurship/innovation emphasis area for MBA students.
- Created experiential education opportunities for graduate and undergraduate students in the college including new business development consulting projects for all MBA students who hold assistantships.
- Launched speaker events and awards programs, including annual events that attract hundreds of participants and involve partnerships with the U.S. Small Business Administration and E&Y Entrepreneur of the Year program.
- Currently launching a new entrepreneurship immersion summer program.

B. Building Capability for the Institute:

- Secured funding for a new endowed professorship in entrepreneurship and recruited an internationally recognized faculty member for the position.
- Secured funding for a new Senior Fellows of the Spiro Institute to serve as a bridge between the College of Business & Behavioral Science and the College of Engineering and Science. Recruited an internationally recognized expert in technology entrepreneurship for the position.
- Secured new junior positions in entrepreneurship for the marketing and management departments.
- Recruited prestigious adjunct faculty – all experienced corporate leaders and successful entrepreneurs – to teach entrepreneurship.
- Provided seed research grants to faculty to catalyze research in entrepreneurship.

C. Building Resources and Relationships for the Institute:

Within the University: The Spiro Institute has been involved in many significant collaborations across campus including:

- Beginning in 2000, the Spiro Institute partnered with the Office of Technology Transfer to involve graduate business students in assessing the market opportunity of faculty disclosed inventions. This work was supported by a \$700,000 grant from the US

Department of Commerce, in conjunction with USC. This relationship continues to this day – with a team of students working on inventions disclosures of various types. The relationship has worked so well – the University of South Carolina’s technology transfer office now contracts with the Spiro Institute for the same type of assistance.

- \$600,000 3-year NSF Partnerships for Innovation in Optical Materials grant with John Ballato (PI) of COMSET. The grant resulted in funding to launch the technology entrepreneurship course and graduate certificate program, support for graduate students who assisted with new business development projects related to these technologies, support for students who assisted with the planning of the InnoVenture annual venture capital conference, and many other entrepreneurial activities tied to economic development in the region.
- A second \$600,000 3-year NSF Partnerships for Innovation award – in the biomaterials area, with Martine Laberge and Sarit Bhaduri. This grant provided additional support for the technology entrepreneurship certificate program, including creation of the biomedical entrepreneurship course, and other activities in the region.
- Collaborations with PSA (Public Service Activities) on projects related to the shrimp industry, food sciences, and many others.
- Collaborations with John Mittelstaedt in the marketing department on a large project for the Governor’s office on women entrepreneurs in South Carolina.

With External Groups: The Spiro Institute has been involved with several economic development organizations in the region.

- In summer 2009, led the formation of NEXTSTART, an immersion entrepreneurial summer experience, in collaboration with the Greenville Chamber of Commerce, SC Launch!, Upstate Carolina Angel Network, and regional entrepreneurs.
- Founding board member of the Upstate Coalition for Entrepreneurial Leadership, which evolved into NEXT, a technology ventures program of the Greenville Chamber of Commerce.
- Founding board member of InnoVenture, a regional venture capital conference hosted annually in the upstate that draws investors, inventors, entrepreneurs, and economic development professionals from all of the southeast.
- With several groups and over several years, the Spiro Institute participated in several initiatives to form an angel and seed investing group in the upstate. A new one called UCAN – Upstate Carolina Angel Network – has now been formed.
- Many task forces and committees all over the state – all related to advancing knowledge economy and clustering concepts into the economic development agenda of the state.

Director, MBA Programs Spring 2006- Present

Performance Highlights

- **New Program Strategy** - In 2006, I initiated a new strategy for the Clemson MBA program away from straight-through business undergraduates to students with post-undergraduate job experience and/or non-business undergraduate degrees. We created emphasis areas that reflected faculty capability and we promoted dual degree options to students from other colleges, which has resulted in a substantial number of students who pursue that option. We increased our support for career development and placement services through strategic new hires and curricular changes. We linked all MBA assistantships to new business development “consulting” opportunities with companies in the region, coordinated by the Spiro Institute.
- **Full-Time Performance:** The full-time Clemson MBA moved from a US News and World Report rank of 100th(reported in 2006 about 2005 data) to 84th among all public and private accredited programs. Placements and in-coming student performance continue to rise - and we are on target for another increase in rankings. In fall 2009, we welcomed the largest incoming class in the history of the program.
- **Working Professionals** - To increase the support for this important group of students, hired a director of external relations for graduate programs with responsibility growing enrollments in the professional programs in Greenville, creating career management programs (orientation, retreat) for the part-time students, forming a student advisory board, and providing a high level of personal service.
- **Working Professional Performance:** The professional program offered in Greenville has experienced a 50% increase in enrollments between 2006 and the present, with an even larger increase in profits returned to the college. The improvement in profitability is tied to a new scheduling and capacity management strategy implemented in spring 2007.

Director, Renaissance Center, 2006-Present

- Dean Emeritus Bruce Yandle and I developed a plan to launch the Renaissance Center as a portal to the College of Business and Behavioral Science in Greenville SC and the first step in a longer term vision of taking all professional graduate programs to Greenville. The idea is to use the center to bridge between CBBS and the Greenville community - to promote the college, draw attention to our capabilities and expertise, engage in conversations with the community of topics of interest, and raise our profile overall. The Center is also a physical space on Main Street that any faculty member or college unit can use for meetings, seminars, coffee breaks, or any other purpose. It is

intended to be the first step in a much larger vision to bring programs, students, and faculty to the Main Street area.

- In its first year of operation, the Renaissance Center launched 16 public events for over 1300 participants. Events include the Innovation Roundtable Series, Global Issues Briefings, China Center Speaker Series, the Southern Entrepreneurs Brown Bag Lunch Series, and many others.
- The facilities of the Renaissance Center provide offices for the Greenville office of the Small Business Development Center, the Spiro Institute for Entrepreneurial Leadership, and the Southern Entrepreneurs project. Every Spiro Institute team meets with clients at the Renaissance Center – for project launch, mid-project reviews, and project close-out.
- The Renaissance Center operates exclusively on gift funding that I helped secure.