

Dr. Michael L. Harris, Director
Miller School of Entrepreneurship
J. Fielding Miller Distinguished Professor
College of Business, East Carolina University

TEACHING EXPERIENCE:

ECU College of Business (Department of Management), August 2004 to present

- Awarded the J. Fielding Miller Distinguished Professor in Entrepreneurship, Fall 2018
- Selected as Department Chair (Fall 2014-Fall 2017)
- Promoted to Full Professor (Fall 2015)
- Granted permanent tenure and promoted to Associate Professor (Spring 2010)
- Classes taught include: Small Business Management (graduate and undergraduate), Human Resource Management (on-site and on-line, graduate and undergraduate), International Business (on-site and on-line), and Fundamentals of Management (on-site and on-line)
- Completed Distance Education professional development annual requirements, 2008-2018
- Maintained positive Distance Education course evaluations, 2004-2018
- University nominee for the inaugural James Talton Leadership Award, Spring 2011
- Recipient of the 2009-10 ECU Alumni Teaching Award.
- Recipient of 2008-09 UNC Board of Governor's Distinguished Professor Award.
- Small Business Management course achieved Service Learning (SL) designation in Spring 2009
- Served as the faculty marshal for the Department of Management at the Fall 2005, Fall 2006, and Spring 2007 Graduation Recognition Ceremony (voted on by management students)
- Finalist for the 2008-09 Alumni Teaching Award, Max R. Joyner Teaching Award, and Board of Governor's Distinguished Professor Award.
- Finalist for the 2007-08 Board of Governor's Distinguished Professor Award and the University Alumni Teaching Award.
- Recipient of the 2007 College of Business Teacher Scholar Award
- Recipient of the 2006 College of Business New Faculty Teaching Award
- Appointed Graduate Faculty member status in Spring 2006
- Completed Peer Classroom Observation Training in Fall 2005

LEADERSHIP EXPERIENCE:

- Director, Miller School of Entrepreneurship, Spring 2017 to current
 - Helped secure \$500K NSF I-Corp Grant
 - Developed BS Entrepreneurship curriculum
 - Helped develop Horizon Living-Learning, Community
 - Planned inaugural Summer Innovation Academy (Summer 2018)
 - Intensive program planning and development
 - Work closely with multiple advisory councils
 - Strong connection with ECU Advancement for fundraising efforts
 - Submission of multiple grants to Wells Fargo and Golden Leaf Foundation
 - Working to develop new Entrepreneurship Center
 - Creation of Entrepreneur-in-Residence program
 - Manage and evaluate 3 other faculty and executive assistant
- Chair, Department of Management, Fall 2014-Fall 2018
 - Assisted with the hiring of 14 faculty members
 - Evaluated approximately 22 faculty members each year
 - Lead Department assessment
 - Responsible for curriculum development and faculty credentialing
 - Strategic planning and donor relations
- Faculty Coach, Engagement and Outreach Scholars Academy, Fall 2009 to Fall 2012

- Mentor, Engagement and Outreach Scholars Academy, Summer 2009
- Participant in inaugural class of the Engagement and Outreach Scholars Academy, Spring 2009
- Interim Assistant Vice Chancellor for International Affairs, Summer 2005
- International Student Advisor, Office of International Affairs, ECU, 1998-2000

SMALL BUSINESS INSTITUTE® EXPERIENCE:

Director, Small Business Institute®, East Carolina University, Fall 2000 to present

- Serve on various ad-hoc committees as a SBI Fellow
- Named Fellow in 2017, National Small Business Institute® (highest honor in the National SBI)
- Vice President for Membership of the National Small Business Institute®, February 2014-February 2016
- Immediate President of the National Small Business Institute®, February 2013-February 2014
- President-Elect of the National Small Business Institute®, February 2011-February 2012
- Directed 120 consulting projects, including 116 undergraduate cases and 4 graduate cases.
- Worked with over 800 students (approximately 50,000 hours of fieldwork)
- Consulted with clients in the following industries: construction, manufacturing (R&D), retail, service, wholesale, and not-for-profit.
- Member, Pitt County Development Commission, 2016-current
- Member, ECU Small Business Technology Development Center Advisory Board, 2012-current
- Served as a Judge for the SBI National Case Competitions (2004-2019).
- Certified Small Business Counselor by the National Small Business Institute®
- 2013 National SBI Mentor Award Winner
- 2010 National SBI Showcase Award Winner
- Awards from the National Small Business Institute® Project-of-the-Year Competition include:
 - 2019: **1st place**, National Undergraduate Specialized Division
 - 2018: **2nd place**, National Undergraduate Comprehensive Division
 - 2018: **2nd place**, National Undergraduate Specialized Division
 - 2017: **1st place**, National Undergraduate Comprehensive Division
 - 2017: **1st place**, National Undergraduate Specialized Division
 - 2016: **1st place**, National Undergraduate Business Plan/Feasibility Division
 - 2016: **2nd place**, National Undergraduate Specialized Division
 - 2015: **2nd place**, National Undergraduate Business Plan/Feasibility Division
 - 2014: **2nd place**, National Undergraduate Specialized Division
 - 2014: **4th place**, National Undergraduate Comprehensive Division
 - 2013: **1st place**, National Undergraduate Business Plan/Feasibility Division
 - 2013: **2nd place**, National Graduate Business Plan/Feasibility Division
 - 2012: **3rd place**, National Undergraduate Business Plan/Feasibility Division
 - 2012: **2nd place**, National Graduate Business Plan/Feasibility Division
 - 2011: **1st place**, National Undergraduate Specialized Division
 - 2011: **2nd place**, National Undergraduate Comprehensive Division
 - 2010: **3rd place**, National Undergraduate Comprehensive Division
 - 2009: **1st place**, National Undergraduate Specialized Division
 - 2009: **1st place**, National Business Plan/Feasibility Division
 - 2008: **4th place**, National Undergraduate Comprehensive Division
 - 2006: **1st place**, National Undergraduate Comprehensive Division
 - 2005: **2nd place**, National Undergraduate Comprehensive Division

MENTORING/ADVISING EXPERIENCE:

Honors Mentor, Fall 2014 to Spring 2016

- Served as a faculty mentor for honors projects for Sarah Christian (AY 2014-2015) and Morgan Harvey (AY 2015-2016)

Leadership Coach, Fall 2009 to Fall 2012

- Mentor business students and help guide them through their leadership portfolio requirements.

Academic Advising, Fall 2004 to June 2009

- Advise business students concentrating in Entrepreneurship and Small Business Management.
- Primary contact for international students in the College of Business. Academic advisor for German students in the exchange agreement between ECU and Bad-Hamburg Academy.

Student Organization Advising, Fall 2004 to May 2007

- Advisor, ECU Future Business Leaders of America-Phi Beta Lambda, Fall 2013 to May 2015
- Co-Advisor, ECU Society for Advancement of Management, Fall 2004 to Spring 2007
 - During this time period, SAM has won various chapter awards and individual students have won regional and national leadership awards. ECU SAM achieved first place in the 2004 Case Competition (Open Division).

EDUCATIONAL BACKGROUND:

- Doctorate, North Carolina State University, 2004
Dissertation Title: *The Types of Problems Encountered by Small Business Owners Who Receive Counseling from Small Business Centers and the Relationship between These Problems and Selected Business Characteristics: A Regional Analysis*
- MBA, East Carolina University, 1993
- BSBA, East Carolina University, 1992

SCHOLARLY PUBLICATIONS:

MONOGRAPH:

- Harris, M.L. (2008). *Common Problems of Rural Small Business Owners: A Regional Analysis*. Verlag Dr. Muller: Saarbrucken, Germany. (ISBN: 978-3-8364-3517-8)

BOOK CHAPTERS:

- Peake, W. O., McDowell, W. C., Harris, M. L., & Davis, P. (2017). Can Women Entrepreneurs Plan to Prosper? Exploring the Role of Gender as a Moderator in the Planning-Performance Relationship. In *Inside the Mind of the Entrepreneur Cognition, Personality Traits, Intention, and Gender Behavior* (pp. 121–133). Springer.
- Gibson, S. & Harris, M. (2008). Student expectations for online education. *Sound Instruction* (Vol. II), Eds. M. Pierson, K. Stang & B. Varner, Academic Exchange Books (ISBN 0-9709895-1-2).

REFEREED ARTICLES: (worked with 40 co-authors)

- McDowell, W.C., Peake, W., Coder, L & Harris, M.L. (2018). Building Small Firm Performance through Intellectual Capital Development: Exploring Innovation as the “Black Box”. *Journal of Business Research*, 88, 321-327.
- Barber, D.H., Gibson, S.G., Harris, M.L., & Rolinek, L. (2017). Entrepreneurial Attitudes of Students in the Czech Republic. *Journal of Applied Management and Entrepreneurship*, 23(1), 6-23.
- Aaron, J. R., Harris, M. L., McDowell, W. C., & Cline, B. N. (2016). Optimal CEO Incentive Contracts: A Prospect Theory Explanation. *Journal of Business Strategies*, 31(2), 337-356.
- Dickens, D., Gibson, S., Harris, M., & McDowell, W. (2016). Financial literacy within the family firm: An exploratory examination and opportunity for learning. *Journal of Applied Management and Entrepreneurship*, 21(3), 57-72.
- Gibson, S. G., Harris, M. L., Aaron, J. R., & McDowell, W. C. (2016). The Halo of Social Entrepreneurship. *Journal of Ethics and Entrepreneurship*, 6(2), 85-104.
- McDowell, W. C., Harris, M. L., & Geho, P. (2016). Longevity in Small Business: The Effect of Maturity on Strategic Focus and Business Performance. *Journal of Business Research*, 69, 1904-1908.
- McDowell, W. C., Gibson, S. G., Harris, M. L., Aaron, J., & Lester, D. (2015). Analyzing the Link between Strategy and Performance: Comparing Small Business Owners and Professional Managers. *Journal of Business & Entrepreneurship*, 26(2), 45-64.
- Peake, W., Harris, M. L., McDowell, W. C., & Davis, P. E. (2015). Get What You Give? An Examination of Enlightened Self-Interest, Philanthropic Intent, and Engagement in Philanthropy for Small Firm Owners. *Journal of Small Business Strategy*, 25(2), 77-96.

- Aaron, J., Gibson, S. G., McDowell, W. C., Harris, M. L., & Jobe, M. (2015). Structuring Executive Compensation Contracts: The Moderating Role of Industry Technological Intensity. *Journal of Management Policy and Practice*, 16(3), 11-26.
- Gibson, S.G., McDowell, W.C. & Harris, M.L. (2014). Small Business Owner Satisfaction with Financial Performance: A Longitudinal Study. *New England Journal of Entrepreneurship*.
- Gibson, S.G., Harris, M.L., Walker, P. & McDowell, W.C. (2014). Investigating the Entrepreneurial Attitudes of African Americans: A Study of Young Adults. *Journal of Applied Management and Entrepreneurship*, 19(2), 107-125.
- Heriot, K., Jauregui, A., Harris, M. L., & Huning, T. (2014). Evaluating the Legitimacy of Entrepreneurship and Small Business as a Field of Study: An Exploratory Study in the United States. *Journal of Enterprising Communities*, 8(1), 4-19.
- Harris, M., Gibson, S. G., & McDowell, W. C. (2014). The Impact of Strategic Focus and Previous Business Experience on Small Business Performance. *Journal of Small Business Strategy*, 24(1), 29-44.
- Aaron, J., McDowell, W. C., Harris, M. L., & Cline, B. (2013). Incentive-Based Compensation for CEOs in Small and Medium Sized Enterprises: Does Pay for Performance Matter? *Journal of Business & Entrepreneurship*, 25(1), 1-19.
- Voelker, T. A., McDowell, W. C., & Harris, M. L. (2013). Collaborative Preference: The Role of Homophily, Multiplexity, and Advantageous Network Position across Small and Medium-sized Organizations. *Administrative Issues Journal: Education, Practice, Research*, 3(2), 1-12.
- McDowell, B. C., Harris, M. L., & Gibson, S. G. (2013). The Influence of Communication and Information Quality on Trust in the Small Business Supply Chain. *Journal of Applied Management and Entrepreneurship*, 18(2), 21-38.
- Harris, M.L., Gibson, S.G., McDowell, W.C. & Simpson, L. (2013). Organizational Efficacy of Small and Medium-Sized Suppliers: The Role of Information Quality and Continuous Quality Improvement. *Journal of Small Business Strategy*, 22(2), 1-19.
- Sciglimpaglia, D., Welsh, D. H., & Harris, M. L. (2013). The Role of Gender and Ethnicity in Business Consulting Support Services. *Journal of Entrepreneurship & Public Policy*, 2(1), 80-95.
- Gibson, S., McDowell, B. C., Harris, M., & Voelker, T. (2012). Examining Minority Business Enterprises as Government Contractors. *Journal of Business & Entrepreneurship*, 24(1), 87-104.
- Batchelor, J., Harris, M. L., Gibson, S. G., & Simpson, L. (2011). Comparison of ethical behavior: Individual perceptions and attitudes toward entrepreneurs. *Journal of Leadership, Accountability and Ethics*, 8(5), 32-43.
- Harris, M. L. (2011). Challenges Associated with Small Business Ownership: The Role of Gender and Ethnicity. *Journal of Applied Management and Entrepreneurship*, 16(4).
- Gibson, S. G., Harris, M. L., Mick, T. D. & Burkhalter, T. (2011). Comparing the Entrepreneurial Attitudes of University and Community College Students. *Journal of Higher Education Theory and Practice*, 11(2), 11-18.
- Gibson, S. G., Harris, M. L., & Sadighian, F. (2011). Investigating the Entrepreneurial Attitudes of Armenian Immigrants. *Coastal Business Journal*, 10(1), 1-13.
- Holloway, J., Harris, M., Schneider, D., Seeman, E., Ensley, D., James Kleckley, (2011). State Higher Educational Agencies and the State Research University: A Time within the University to Collaborate on Public Policy and Business Enterprise of Community Growth. *Rutgers Journal of Public Policy*, 8(1), 128-187.
- Gibson, S. G., McDowell, B. C., & Harris, M. L. (2011). The Impact of Strategic Orientation and Ethnicity on Small Business Performance. *Journal of Business Diversity*, 11(1), 9-18.
- Harris, M. L, McDowell, W.C., Zhang, L & Gibson, S.G. (2011). Strategic Relationships in a Small Business Context: The Impact of Information Quality and Continuous Quality Improvement. *New England Journal of Entrepreneurship*, 14(2), 19-27.
- Batchelor, J., Harris, M. L., Gibson, S. G., & Simpson, L. R. (2011). Students' Perceptions of Ethical Behavior--A Comparison of Attitudes towards Entrepreneurs and Traditional Business Managers. *Journal of Applied Management and Entrepreneurship*, 16(1), 67-85.
- McDowell, W. C., Harris, M. L., & Gibson, S. G. (2010). The Impact of Trust and Dependency on Business Performance: A Study of SME Suppliers. *Small Business Institute® Journal*, 6(1), 41-62.
- Harris, M.L., Gibson, S.G., Barber, D. & Orazov, S. (2010). A Multi-Country Perspective of Students' Entrepreneurial Attitudes. *International Journal of Entrepreneurship and Small Business*, 12(3), 373-394.
- McDowell, W., Harris, M.L., & Zhang, L. (2009). Relational Orientation and Performance in Micro Businesses and Small and Medium Sized Enterprises: An Examination of Interorganizational Relationships. *Journal of Business and Entrepreneurship*, 21(2), 1-19.

- Gibson, S.G., Harris, M.L. & Barber, D. (2009). A Comparison of the Entrepreneurial Attitudes of Chinese versus Brazilian Students. *Southern Journal of Entrepreneurship*, 2(1).
- Harris, M.L., Gibson, S.G. & Mick, T.D. (2009). A Connection between Personality and Entrepreneurial Attitudes: Evidence from U.S. College Students. *Small Business Institute® Journal*, 3(1), 21-51.
- Harris, M.L. & Gibson, S.G. (2008). The Emergence of Female Entrepreneurship in China. *International Journal of Family Business*, 5(1), 49-58.
- Harris, M.L. & Gibson, S.G. (2008). Examining the Entrepreneurial Attitudes of U.S. Business Students. *Education+Training*, 50(7), 568-581.
- Gibson, S., Harris, M. & Colaric, S. (2008). Technology Acceptance in an Academic Context: Faculty Acceptance of Distance Education. *Journal of Education for Business*, 83 (5), 355-359.
- Gibson, S.G. & Harris, M.L. (2008). Predicting Student Preferences for Face-to-Face versus Distance Education. *Business Education Forum*.
- Harris, M.L., Gibson, S.G. & Wang, C. (2008). An Examination of the Entrepreneurial Attitudes of U.S. versus Chinese Students. *Southern Journal of Entrepreneurship*, 1 (1), 1-20.
- Gibson, S.G. & Harris, M.L. (2008). A Glass Ceiling in Entrepreneurship. *SAM Management in Practice Journal*, 11 (4), 1-8.
- Harris, M.L., Gibson, S.G. & Taylor, S. (2007/2008). Examining the Impact of Small Business Institute® Participation on Entrepreneurial Attitudes. *Journal of Small Business Strategy*, 18(2), 57-75.
- Gibson, S.G., Harvey, R. & Harris, M.L. (2007). Holistic versus Decomposed Ratings of General Dimensions of Work Activity. *Management Research News*, 30(10), 724-734.
- Harris, M.L. & Gibson, S.G. (2007). Course Perceptions of Distance Education Students. *Academic Exchange Quarterly*, 11(2), 147-153.
- Gibson, S. & Harris, M. (2006). Student Expectations for Online Education. *Academic Exchange Quarterly*, 10(4), 239-243.
- Harris, M. & Gibson, S. (2006). Distance Education Compared to Face-to-Face Classes: Individual Differences, Course Preferences and Enrollment. *Psychological Reports*, 98(3), 756-764.
- Harris, M.L. & Gibson, S.G. (2006). Determining the common problems of early growth small businesses in eastern North Carolina. *SAM Advanced Management Journal*, 71(2), 39-45.
- Grubb, W.L., Harris, M.L., & MacKenzie, W.I. (2006). Business Students' Perceptions of Employment in Small and Medium-sized Enterprises Versus Multinational Corporations: Investigating the Moderating Effect of Academic Major, Gender, and Personality. *Journal of Small Business Strategy*, 17(2), 27-36.
- Harris, M. L., Grubb, W. L. & Hebert, F. J. (2005). Critical problems of rural small businesses: A comparison of African American- and White-owned formation and early growth firms. *Journal of Developmental Entrepreneurship*, 10(3), 223-238.

REFEREED CONFERENCE PROCEEDINGS AND PRESENTATIONS:

- Barber III, D.H. & Harris, M. L., & Cook, R. G. (2019, February). Connecting Mentors with Student Entrepreneurs: A Regional Approach. *2019 National Small Business Institute*. Orlando, FL.
- Harris, M. L., & Cook, R. G. (2019, February). *Starting and Running a SBI at Your University*. *2019 National Small Business Institute*. Orlando, FL.
- Harris, M. L., & McDowell, W. C., & Peake, W.O. (2019, February). *Publishing in the Journal of Small Business Strategy*. *2019 National Small Business Institute Conference*. Orlando, FL.
- Barber III, D. H. & Harris, M. L. (2019, January). Entrepreneurial Ecosystems in Rural Environments: Using Microbusinesses to Drive Economic Development. *2019 National USASBE Conference*. St. Pete Beach, FL.
- Peake, W.O., McDowell, W.C., & Harris, M. L. (2019, January). Engagement, Innovation, Impact and Collaborative Learning through Student-Led Consulting Projects. *2019 National USASBE Conference*. St. Pete Beach, FL.
- Harris, M. L., & Cook, R. G. (2018, February). *Starting and Running a SBI at Your University*. *2018 National Small Business Institute*. Corpus Christi, TX.
- Harris, M. L., & McDowell, W. C. (2018, February). *Publishing in the Journal of Small Business Strategy*. *2018 National Small Business Institute Conference*. Corpus Christi, TX.
- Barber III, D. H., Harris, M. L., Mayo, D., & McDowell, W. C. (2018, January). *The Evolution of Entrepreneurship Education at East Carolina University*. *2018 National USASBE Conference*. Los Angeles, CA.

- Barber III, D. H., Harris, M. L., McDowell, W. C., & Blair, E. (2018, January). *How to Build a School of Entrepreneurship in Rural America. 2018 National USASBE Conference*. Los Angeles, CA.
- McDowell, W.C., Peake, W., Coder, L & Harris, M.L. (2017). Building Small Firm Performance through Intellectual Capital Development: Exploring Innovation as the “Black Box”. *Global Innovation and Knowledge Academy Conference*. Best Paper Award winner
- Cook, R. & Harris, M. L. (2017). How to Create and Run a SBI Program at your University. *Small Business Institute Annual Conference*, San Diego, CA.
- Barber, D., Gibson, S. G., Harris, M. L., & Ladislav, R. (2017). Perceptions of Managers and Traditional Entrepreneurs in the Czech Republic. *Small Business Institute Annual Conference*, San Diego, CA.
- McDowell, W. C., Harris, M. L., Gibson, S. G., Kudrats, J., & Peake, W. (2017). Exploratory Analysis of Business Problems Facing Family Businesses. *Small Business Institute Annual Conference*, San Diego, CA.
- Harris, M. L., McDowell, W. C., & Peake, W. (2017). Engaging your Entrepreneurship Class in an Innovative Project that Yields Big Impact: Best Practices for Small Business Consulting Courses in your Entrepreneurship Curriculum. *United States Association of Small Business and Entrepreneurship Annual Conference*, Philadelphia, PA.
- Barber, D., Gibson, S. G., Ladislav, R., & Harris, M. L. (2016). Entrepreneurial Attitudes of Czech Students. *Small Business Institute Annual Conference*, New Orleans, LA.
- Gibson, S. G., Harris, M. L., Mayo, D. H., McDowell, W. C., Senatore, S., Scott Senatore (2016). Leveraging Strategic Collaborations to Build Innovative and Impactful Engagement Opportunities. *Small Business Institute Annual Conference*, New Orleans, LA.
- McDowell, W. C., Harris, M. L., & Kudrats, J. (2016). The Effects of Ethical Behavior on Family Firm Performance. *Small Business Institute Annual Conference*, New Orleans, LA.
- Kudrats, J., McDowell, W. C., & Harris, M. L. (2016). Multi-Family Businesses – An Exploratory Study of Trust and Intergroup Relations. *United States Association of Small Business and Entrepreneurship*, San Diego, CA.
- Aaron, J., Gibson, S. G., McDowell, W. C., Harris, M. L., & Jobe, M. (2015). Structuring Executive Compensation Contracts: The Impact of Industry Technological Intensity. *Society of Business, Industry, and Economics (SOBIE) Meeting*.
- Peake, W., Davis, P., Harris, M. L., & McDowell, W. C. (2015). Can Women Plan to Prosper? Exploring the Role of Gender as a Moderator of the Planning-Performance Relationship in SMEs. *United States Association of Small Business and Entrepreneurship*. New Orleans, LA
- McDowell, W. C., Gibson, S. G., Harris, M. L., Aaron, J., & Lester, D. (2014). Analyzing the Link between Strategy and Performance: Comparing Small Business Owners and Professional Managers. *Association for Small Business & Entrepreneurship*, Association for Small Business and Entrepreneurship, Memphis, TN.
- Aaron, J. R., McDowell, B. C., Harris, M. L., & Cline, B. (2014). Incentive-Based Compensation for CEOs in Small and Medium Sized Enterprises: Does Pay for Performance Matter? *Proceedings of the 2014 Small Business Institute® Annual Conference*, Las Vegas, NV.
- Dickins, D., Gibson, S. G., Harris, M. L., & McDowell, B. C. (2014). Financial Literacy within the Family Firm: An Exploratory Examination and Opportunity for Learning. *Proceedings of the 2014 Small Business Institute® Annual Conference*, Las Vegas, NV.
- Harris, M., McDowell, W. C., Gibson, S. G., & Walker, P. (2013). An Investigation of the Entrepreneurial Attitudes of Minority Students and Business Owners. *Proceedings of the 2013 ICSB GW Global Entrepreneurship Research and Policy Conference*, Washington, DC.
- Gibson, S. G., McDowell, B. C., & Harris, M. L. (2013). Small Business Owner Satisfaction with Financial Performance: A Longitudinal Study. *Proceedings of the 2013 Small Business Institute Conference*. St. Pete Beach, FL.
- Harris, M. L., Gibson, S. G., & McDowell, B. C. (2013). The Impact of Strategic Focus and Previous Business Experience on Small Business Performance. *Proceedings of the 2013 Small Business Institute Conference*, St. Pete Beach, FL. **This paper won the Best Empirical Paper Award.**
- McDowell, B. C., Harris, M. L., & Gibson, S. G. (2012). The Value of Outside Assistance: The Effect of SBA Programs on Small Business Performance. *Proceedings of the 2012 ICSB GW Global Entrepreneurship Research and Policy Conference*. Washington, DC.
- McDowell, B., Harris, M., Gibson, S., & Voelker, T. (2012). The Impact of Organizational Efficacy and Flexibility on Small Business Performance. *Proceedings of the 2012 United States Association of Small Business and Entrepreneurship Annual Conference*, New Orleans, LA.

- Voelker, T., McDowell, B., Harris, M., & Gibson, S. (2012). The Relationship of Communication and Information Quality on Trust in the Small Business Supply Chain. *Proceedings of the 2012 Small Business Institute Conference*, San Antonio, TX.
- Gibson, S., McDowell, B., Harris, M., & Voelker, T. (2012). Examination of Small Business Contractors to a Large Government Agency. *Proceedings of the 2012 Small Business Institute Conference*, San Antonio, TX.
- Harris, M., Gibson, S., McDowell, B., Mick, T., & Simpson, L. (2012). Antecedents of SME Organizational Efficacy: Continuous Quality Improvement and Information Quality. *Proceedings of the 2012 United States Association of Small Business and Entrepreneurship Annual Conference*, New Orleans, LA.
- Harris, M. L., Gibson, S. G., & McDowell, B. C. (2011). Trials and Tribulations in Small Business Ownership. *Proceedings of the 2011 SE DSI Annual Conference*.
- Heriot, K., Jauregui, A., & Harris, M. L. (2011). Evaluating the Legitimacy of Entrepreneurship and Small Business as a Field of Study: An Exploratory Study. *Proceedings of the 2011 Small Business Institute Conference*, Bonita Springs, FL.
- McDowell, W. C., Gibson, S. G., Harris, M. L., & Escudier, B. (2011). The Impact of Strategic Orientation and Ethnicity on Small Business Performance. *Proceedings of the 2011 Small Business Institute Conference*, Bonita Springs, FL.
- Batchelor, J., Harris, M. L., Gibson, S. G., & Simpson, L. R. (2011). Comparison of ethical behavior: Individual perceptions and attitudes toward entrepreneurs. *Proceedings of the 2011 Small Business Institute Conference*, Bonita Springs, FL.
- Harris, M. L., McDowell, B. C., & Gibson, S. G. (2011). SMEs and Performance: The Role of Trust and Dependence in the Supply Chain. *Proceedings of the 2011 United States Association of Small Business and Entrepreneurship Annual Conference*. Hilton Head, SC.
- Gibson, S. G., Harris, M. L., & McDowell, B. C. (2011). An Investigation of Small Business Performance: Examining the Impact of Strategic Orientation and Gender. *Proceedings of the 2011 United States Association of Small Business and Entrepreneurship Annual Conference*, Hilton Head, SC.
- Harris, M.L., McDowell, Gibson, S.G. & Mick, T.D. (2010). Understanding Strategic Relationships in Small and Medium Sized Enterprises: The Importance of Information Quality and Continuous Quality Improvement. *Proceedings of the 2010 Small Business Institute Conference*. Albuquerque, New Mexico.
- Gibson, S.G., Walker, P., Harris, M.L. & Harris, D. (2010). Investigating the Entrepreneurial Attitudes of African Americans: A Study of Young Adults. *Proceedings of the 2010 Small Business Institute Conference*. Albuquerque, New Mexico.
- McDowell, W., Harris, M.L. & Gibson, S.G. (2010). The Role of Trust and Dependence in Small Business Performance: Does Size Matter? *Proceedings of the 2010 United States Association for Small Business and Entrepreneurship*. Nashville, Tennessee.
- Batchelor, J., Gibson, S.G., Harris, M.L. & Simpson, L. (2010). Student Perceptions of Ethical Behavior: A Comparison of Attitudes Towards Entrepreneurs and Traditional Business Managers. *Proceedings of the 2010 United States Association for Small Business and Entrepreneurship*. Nashville, Tennessee.
- Sadighian, F. Harris, M.L. & Gibson, S.G. (2009). Investigating the Entrepreneurial Attitudes of Armenian Immigrants. *Proceedings of the 2009 Society for Advancement of Management Conference*. Las Vegas, Nevada.
- Gibson, S.G. & Harris, M.L. (2009). Predicting the Emergence of Entrepreneurship in the former Soviet Bloc: Evidence from Turkmen Students. *Proceedings of the 2009 Society for Advancement of Management Conference*. Las Vegas, Nevada.
- Mick, T.D., Burkhalter, T.M., Gibson, S.G. & Harris, M.L. (2009). An Examination of the Entrepreneurial Attitudes of Community College Students. *Abstract from the 2009 National Association of Community College Entrepreneurship Conference*. Anaheim, California
- Mick, T.D. & Harris, M.L. (2009). What is Meant by Entrepreneurship? One Way of Finding Out. *Abstract from the 2009 National Association of Community College Entrepreneurship Conference*. Anaheim, California.
- Harris, M.L., Gibson, S.G. & Mick, T.D. (2008). An Examination of the Relationship Between Personality and Entrepreneurial Attitudes of U.S. College Students. *Proceedings of the Association of Small Business and Entrepreneurship Conference*, Albuquerque, NM.
- Harris, M.L., Gibson, S.G. & Barber, D. (2008). A Comparison of the Entrepreneurial Attitudes of Chinese versus Brazilian Students. *Proceedings of the 2008 Society for Advancement of Management Conference*. Arlington, Virginia.

- Gibson, S.G., Harris, M.L. & Wang, C. (2008). An Examination of the Relationship between Personality and Entrepreneurial Attitudes Among U.S. and Chinese Students. *Proceedings of the 2008 Society for Advancement of Management Conference*. Arlington, Virginia.
- Harris, M.L., Gibson, S.G. & Wang, C. (2008). China's Emerging Female Entrepreneur. *Proceedings of the 2008 Small Business Institute Conference*. San Diego, California.
- Harris, M.L., Gibson, S.G., Taylor, S. & Mick, T. (2008). Examining the Entrepreneurial Attitudes of Business Students: The Impact of Participation in the Small Business Institute. *Proceedings of the 2008 United States Association for Small Business and Entrepreneurship*. San Antonio, Texas. **This paper was a nominee for the Best Empirical Paper Award.**
- Gibson, S.G. & Harris, M.L., Wang, C. (2008). A Comparison of Entrepreneurial Attitudes in the U.S. and China. *Proceedings of the 2008 United States Association for Small Business and Entrepreneurship*. San Antonio, Texas.
- Gibson, S.G. & Harris, M.L. (2007). Faculty Perspectives: A Comparison of Distance Education and Face-to-Face Courses. *Proceedings of Southeast INFORMS Meeting*, September 2007.
- Lang, J., Eakins, L. & Harris, M.L. (2007). Ensuring Accessibility for Online Students With Disabilities: Recommendations for Educators. *Proceedings of Southeast INFORMS Annual Meeting*, September 2007.
- Mick, T.D. & Harris, M.L. (2007). Weight Management Medical Center Case Study. *Proceedings of the Allied Academies International Internet Conference*, July 16, 2007.
- Gibson, S.G., Harris, M.L. & Mick, T.D. (2007). A Glass Ceiling in Entrepreneurship? *Proceedings of the 2007 Society for Advancement of Management International Business Conference*, Las Vegas, NV, March 27, 2007.
- Harris, M.L., Gibson, S.G. & Wang, C. (2007). An Examination of Entrepreneurial Attitudes of Chinese Students. *Proceedings of the 2007 Society for Advancement of Management International Business Conference*, Las Vegas, NV, March 26, 2007.
- Harris, M., Gibson, S., & Taylor, S. (2007). An Examination of the Entrepreneurial Attitudes of Business Students. *Proceedings of the 2007 Joint United States Association for Small Business and Entrepreneurship and Small Business Institute® Conference*. Lake Buena Vista, Florida.
- Gibson, S. & Harris, M. (2006). An Examination of Faculty Technology Use in Teaching: A Comparison of Face to Face and Distance Education Courses. *Proceedings of the 42nd Annual Conference of the Southeastern Chapter of the Institute for Operations Research and the Management Sciences (SE INFORMS)*, Myrtle Beach, SC, October, 2006.
- Harris, M.L. & Gibson, S.G. (2006). Understanding Preferences for Distance Education: Examining the Impact of Student Technology Use and Comfort. *Proceedings of the 2006 Society for Advancement of Management International Conference*, Orlando, FL, April 7, 2006.
- Gibson, S.G, Harris, M.L. & Colaric, S. (2006). Technology Acceptance in an Academic Context: Faculty Acceptance of Distance Education. *Proceedings of the 2006 Society for Advancement of International Conference*, Orlando, FL. April 8, 2006.
- Harris, M.L. & Gibson, S.G. (2006). Examining the Impact of Individual Differences on Preferences for Distance Education. *Proceedings of the 2006 Southeast DSCI Conference*, Wilmington, NC, February 23, 2006. **This paper won a Best Paper Award in the Innovative Education, Pedagogy, and Experiential Learning Track.**
- Harris, M.L, Grubb, W.L. & MacKenzie, W.I. (2006). Business students' perception of employment in small and medium sized enterprises versus multinational corporations: An Investigation of Academic Major, Gender, and Personality. *Proceedings of the 2006 Joint United States Association for Small Business and Entrepreneurship and Small Business Institute® Conference*. ***This paper won Best Empirical Paper Award sponsored by the Journal of Small Business Strategy.**
- Seibert, M. & Harris, M.L. (2006). The identification of strategic management counseling competencies essential for small business counselors: An exploratory study. *Proceedings of the 2006 Joint United States Association for Small Business and Entrepreneurship and Small Business Institute® Conference*.
- Gibson, S.G. & Harris, M.L. (2005). Expectations for interaction in management education: A comparison of distance and on-site students. *Proceedings of the Southeast Institute for Operations Research and the Management Sciences*.
- Harris, M.L. (2005). The role of industry sector and gender in determining the common problems of early growth small businesses in rural areas. *Proceedings of the Society for Advancement of Management International Conference*, 2005.

- MacKenzie, W., Grubb, W.L. & Harris, M.L. (2005). Business students' perception of employment in small- and medium-sized firms versus multinational corporations: Investigating the moderating effects of academic major and personality. *Proceedings of the Decision Sciences Institute, Southeast Region*.
- Harris, M.L. & Grubb, W.L. (2005). Common problems of rural small businesses: A comparison of African American- and White-owned formation and early growth firms. *Proceedings of the 2005 Joint United States Association for Small Business and Entrepreneurship and Small Business Institute® Conference*. ***This paper won the Journal of Developmental Entrepreneurship's Best Paper for Research Dealing with Entrepreneurship Under Conditions of Adversity (John Jack Award)**.
- Grubb, W.L. & Harris, M. L. (2004). Common problems of rural small business startups: Does race or gender matter? *Proceedings of the Small Business Institute® Eastern Region Conference*.

PROFESSIONAL PUBLICATIONS:

- Harris M. L. & Rudd, M. C. (2018). Summer Innovation Academy and the Rural Entrepreneurial Ecosystem. Submitted to BizEd.
- Harris, M. L., Gibson, S. G., & McDowell, B. C. (2013). The Impact of Strategic Focus and Previous Business Experience on Small Business Performance. In Don Bradley (Ed.), *Small Business Advancement National Center, Issue 803*. Conway, Arkansas: University of Central Arkansas.
- Gibson, S. G., McDowell, B. C., & Harris, M. L. (2013). Small Business Owner Satisfaction with Financial Performance: A Longitudinal Study. In Don Bradley (Ed.), *Small Business Advancement National Center, Issue 761*. Conway, Arkansas: University of Central Arkansas.
- Gibson, S.G., Walker, P., Harris, M.L. & Harris, D. (2010, June). Investigating the Entrepreneurial Attitudes of African Americans: A Study of Young Adults Featured paper in the *Small Business Advancement National Center Newsletter* (Issue 618) Editor. D. Bradley, University of Central Arkansas.
- Harris, M.L., McDowell, Gibson, S.G. & Mick, T.D. (2010, May). Understanding Strategic Relationships in Small and Medium Sized Enterprises: The Importance of Information Quality and Continuous Quality Improvement. Featured paper in the *Small Business Advancement National Center Newsletter* (Issue 616) Editor D. Bradley, University of Central Arkansas.
- Harris, M.L., Gibson, S.G. & Mick, T.D. (2009, June). A Connection between Personality and Entrepreneurial Attitudes: Evidence from U.S. Business Students. Featured paper in the *Small Business Advancement National Center Newsletter* (Issue 573) Editor D. Bradley, University of Central Arkansas.
- Gibson, S.G. & Harris, M.L., Wang, C. (2008, June). A Comparison of Entrepreneurial Attitudes in the U.S. and China. Featured paper in the *Small Business Advancement National Center Newsletter* (Issue 522,) Editor D. Bradley, University of Central Arkansas.

GRANT PROPOSALS:

- Submitted a Wells Fargo Grant (\$100,000) to create an Entrepreneurs-in-Residence Program
- Awarded a National Science Foundation (NSF) I Corp Grant (\$500,000)
 - Project Title: Idea 2 Impact GO (I2I GO) - Driving the Innovation Ecosystem at East Carolina University to Build New Enterprises for the Benefit of Rural Eastern NC
- Awarded a College of Business Summer 2010 Research Stipend Program (approx. \$13,000)
 - Project Title: Examining the Entrepreneurial Temperament, Techniques, and Performance of Small Business Owners
- Awarded a Grant from the Engagement and Outreach Scholars Academy (approx. \$4,000)
 - Project Title: Understanding the Entrepreneurial Activities of Minority Small Business Owners: Promoting Success through Collaboration and Service Integration
- Awarded a College of Business Summer 2008 Research Stipend Program (approx. \$12,000)
 - Project Title: Examining the Entrepreneurial Attitudes of Business Students: A Multi-Country Perspective.
- Awarded a College of Business Summer 2006 Research Stipend Program (approx. \$10,000)
 - Project Title: Changes in Students' Attitudes toward Entrepreneurship Based on Participation in the Small Business Institute® Program.
- Eckstein, B. & Harris, M.L. (Fall 2004-2006). *Celebrating International Education*.
 - Grants were funded by the National Council on Economic Education (\$2000 per year).

PROFESSIONAL MEMBERSHIPS:

- National Small Business Institute®
- United States Association of Small Business and Entrepreneurship
- National Business Education Association
- Association of Small Business and Entrepreneurship
- North Carolina Rural Business Resource Alliance
- Omicron Delta Kappa
- Phi Kappa Phi
- Phi Beta Delta
- Southern Academy of Entrepreneurship
- Society for Advancement of Management
- Who's Who in Business Higher Education
- Minority Business Roundtable
- Ayden Chamber of Commerce

PROFESSIONAL SERVICE:

- Co-Editor-in-Chief, *Journal of Small Business Strategy*, 2017-current
- Vice President for Programs, Small Business Institute®, 2014-2016
- Co-Editor, *Small Business Institute® Journal* (May 2011-2016)
- Reviewer, National Small Business Institute® Conference, San Diego, CA, February 2015.
- Reviewer, National Small Business Institute® Conference, St Pete Beach, FL, February 2015.
- Reviewer, National Small Business Institute® Conference, Las Vegas, NV, February 2014.
- Immediate Past President, Small Business Institute®, 2013-2014
- National President, Small Business Institute®, 2012-2013
- External Reviewer for Tenure and Promotion; completed for Dr. Ivey McKenzie, Fall 2015
- External Reviewer for Tenure and Promotion; completed for Dr. Troy Volker, University of Houston-Clear Lake, Summer 2013
- Serve on dissertation committee for Dennis Barber (Ph. D. candidate at the University of New Mexico), January 2011-May 2013
- Reviewer, National Small Business Institute® Conference, St. Pete Beach, FL, February 2013.
- Reviewer, National Small Business Institute® Conference, San Antonio, TX, February 2012.
- President-Elect Small Business Institute®, 2011
- Reviewer, National Small Business Institute® Conference, Bonita Springs, FL, February 2011.
- Vice-President for Programs, Small Business Institute®, 2010
- Reviewer, National Small Business Institute® Conference, Albuquerque, NW, February 2010.
- Competitive Papers Chair, 2010 National Small Business Institute® Conference
- *Proceedings* Editor, 2010 National Small Business Institute® Conference
- Program Chair-Elect, Small Business Institute®, 2009
- Chair, Small Business Interest Group, United States Association of Small Business and Entrepreneurship (2009)
- Chair, Small Business Track for the 2009 United States Association of Small Business and Entrepreneurship Conference
- Co-Chair, Small Business Interest Group within the United States Association of Small Business and Entrepreneurship
- National Officer, Small Business Institute®, 2008
- Editorial Review Board member, *Southern Journal of Entrepreneurship*
- Reviewer, National Small Business Institute® Conference, St. Petersburg, FL, February 2009
- Reviewer, Small Business Track, National USASBE Conference, Anaheim, CA, January 2009.
- Discussant, 2008 SAM International Conference, Arlington, VA.
- Reviewer, National Small Business Institute® Conference, San Diego, CA, February 2008.
- Reviewer, Entrepreneurship Education Track, National USASBE Conference, San Antonio, TX, January 2008. ***Named Outstanding Reviewer.**
- Serve on dissertation committee for Cynthia DeLuca (Ed.D. candidate in the College of Education), January 2006 – April 2008

- Reviewer, Southeast INFORMS Regional Conference (2006 and 2007)
- Invited Reviewer, *Journal of Developmental Entrepreneurship*, Summer 2007
- Discussant, 2007 SAM International Conference, Las Vegas, NV.
- Reviewer, Community Development Track, 2007 National USASBE & SBI Conference, Orlando, FL, January 2007 (reviewed 4 papers).
- Discussant, 2006 SAM International Conference, Orlando, FL.
- Reviewer, Mid-Year SBI Conference, Orlando, FL, October 2006. (reviewed 3 papers).
- Reviewer, Community Development Track, National Conference for USASBE & SBI, Tucson, AZ, January 2006. (reviewed 3 papers & 2 workshops). ***Named Outstanding Reviewer.**
- Invited Reviewer, *Journal of Developmental Entrepreneurship*, Fall 2005
- Reviewer, Entrepreneurship Division, *A New Vision of Management in the 21st Century*. Annual Meeting of the Academy of Management, Honolulu, HI, August 2005. (reviewed 3 papers)
- Discussant, 2005 SAM International Conference, Las Vegas, NV.

UNIVERSITY AND PUBLIC SERVICE:

- Chair, Search Committee for Executive Director for the Office of Innovation and New Ventures, Spring 2018
- Chair, University Athletics Committee, Fall 2017 to Spring 2018
- Member, Economic Development and Engagement Council, Spring 2017 to current
- Member, College of Business Faculty Advisory Committee
- Member, College of Business LEAD Committee
- Chair, Miller School of Entrepreneurship Steering Committee (Chair), July 2017 to current
- Member, Dissertation Committee, Scott Senator (EdD program in the College of Education)
- Steering Committee, ECU I-Corp Grant, August 2017 to current
- Chair, University Athletics Committee, Fall 2016 to Spring 2017
- Steering Committee, Ayden Food Commercialization Center, August 2016 to August 2017
- Vice Chair, University Athletics Committee, Fall 2016 to Spring 2017
- Ayden Board of Commissioners, December 2013 to December 2017
- Department of Management Assessment Committee, 2012 to current
- Member, College of Business Developing Faculty Professional Competencies Task Force, Spring 2016 to May 2017
- Secretary, University Athletics Committee, Fall 2015 to Spring 2016
- Chair, Accounting Chair Search Committee, Spring 2016
- Review Committee for Dr. Paul Schwager, Associate Dean of the College of Business, Fall 2015 to Spring 2016
- Member, Dissertation Committee, Tierini Hodges (EdD program in the College of Education).
- Member, ECU Carnegie Reaccreditation Committee, 2013-2014
- Member, SBTDC Advisory Council, 2011 to current
- Member, University Carnegie Committee, Fall 2014 to Spring 2015
- Writing Liaison, Department of Management, 2012 to May 2014
- Member, College of Business Undergraduate Curriculum Committee, August 2012 to May 2014
- Member, Ayden Economic Development Commission, 2012-2014
- Member, Ayden Strategic Planning Committee, 2011--2012
- Department Coordinator, Most Promising Female Entrepreneur Award, Fall 2005 to Spring 2012
- Member, SACS Community and Public Service Working Group, Fall 2010 to April 2013
- Member, Dept of Management SACS Accreditation Sub-Committee, October 2008 to April 2013
- Member, ECU Baldrige Executive Committee, Summer 2010 to May 2011
- Member, International Affairs Task Force, Spring 2011
- Member, College of Business On-line Steering Committee, August 2008 to 2009
- Member, ECU Cultural Awareness Committee, July 2008 to October 2009
- Member, Pitt County Minority Business Roundtable, March 2009 to present
- Chair, Ayden Chamber of Commerce Board of Directors, January 2009 to December 2010
- Vice Chair, Ayden Arts and Recreation Commission, January 2008 to present
- Vice President, Ayden Elementary PTA, July 2008 to July 2010

- Chair, Ayden Arts and Recreation Commission, January 2007 to January 2008
- Member, College of Business Cooperative Education Committee, August 2004 to August 2008
- Member, ECU Study Abroad Committee, October 2005 to May 2008
- Member, College of Business Ad-Hoc Committee on Internships, October 2006 to May 2007
- Member, College of Business Task Force on Distance Education Accessibility, Summer 2006
- Member, College of Business Task Force on Distance Education Assessment, Spring 2006
- Member, Dept. of Management Curriculum Sub-Committee, December 2005 to February 2006
- Member, ECU Committee on Awards for International Activities, January 2005 to May 2007
- Member, Search Committee for Asst V.C. for International Affairs, December 2004 to May 2005
- Member, ECU Committee on International Student Services, January 2004 to May 2005

HONORS AND AWARDS:

- Best Empirical Paper Award at the 2017 Association of Global Innovation and Knowledge Academy Conference (co-authors McDowell & Peake).
- Fellow, National Small Business Institute® (highest honor in the National SBI)
- Best Empirical Paper Award at the 2014 Association of Small Business and Entrepreneurship Conference (co-authors McDowell, Aaron & Lester).
- 2013 Ayden Citizen of the Year (sponsored by the Ayden Chamber of Commerce)
- 2013 National Small Business Institute® Mentor Award Winner
- Best Empirical Paper Award at the 2013 National Small Business Institute® Conference (co-authors Gibson and McDowell).
- 2010 National Small Business Institute® Showcase Award Winner
- Outstanding Reviewer, Entrepreneurship Education Track of the 2008 United States Association for Small Business and Entrepreneurship Conference
- Served as the faculty marshal for the Department of Management at the Fall 2005, Fall 2006, and Spring 2007 Graduation Recognition Ceremony (voted on by management students)
- Outstanding Reviewer, Community Development Track of the 2006 United States Association for Small Business and Entrepreneurship Conference
- Best Paper Award in the Innovative Education, Pedagogy, and Experiential Learning Track, 2006 Southeast Decision Science Conference
- *Journal of Small Business Strategy's* Best Empirical Paper Award, 2006 United States Association for Small Business and Entrepreneurship Conference
- *Journal of Developmental Entrepreneurship's* Best Paper for Research Dealing with Entrepreneurship Under Conditions of Adversity (John Jack Award), 2005 United States Association for Small Business and Entrepreneurship Conference.