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## From the Associate Editors

### Authors

Joseph E. Levangie, Miles Davis, Barry Armandi, Pamela Hopkins, Daniel James Rowley, and Gerry W. Scheffelmaier

# New England Journal of Entrepreneurship

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## From the Associate Editors:

### Joseph E. Levangie—The Practitioner's Corner

The Practitioner's Corner has been edited for the last two years by Joseph E. Levangie who has nearly three decades of entrepreneurial experience. Joe has been involved in more than five dozen start-ups, has helped raise over \$600 million for these emerging ventures, including a dozen public capital raise-ups. He has observed the "good, the bad and the ugly" of entrepreneurship. He has personally contributed six articles to *NEJE*.

The Practitioner's Corner encompasses subject areas that reflect the actual touch and feel of the entrepreneurial experience. Candidate manuscripts should address a practical concern for the entrepreneur or those interested in real-world aspects of the venturing challenge, including functional concerns (finance, sales, planning, outsourcing, etc.); psychological issues (motivational factors, risk assessment, decision making, etc.); and insights into a changing entrepreneurial environment (new laws and regulations, the rise of China, etc.). Manuscripts should be 12–30 pages in length, include citations for references to quotes and factual data and be written in a style appealing to the practicing entrepreneur or followers of the genre.

In this issue, I collaborated with a long-time colleague, Deaver Brown, to address how businesses should "make sales happen" in our article entitled "The Often-Neglected Term in the Entrepreneurial Equation—the Purchase Order." I warn you that Brown's elitist education (Choate, Harvard College, Harvard Business School) should not be interpreted as a lack of "street smarts"; Brown's more entrepreneurially friendly credentials include winning Golden Gloves boxing medals and selling Fuller Brush products door-to-door! To ascertain how the entrepreneur can wrest an order from a prospective customer, read on!

### Miles K. Davis—Minority and Women Entrepreneurs

As a new associate editor at *NEJE*, I would like to briefly introduce myself. I am an associate professor of management at Shenandoah University and the director of the Institute for Entrepreneurship. In my academic and professional life, I strive to bridge the gap that sometimes exists between theory and practice. The articles in this section are examples of the kind of scholarship that does just that.

While it is assumed that minority women-owned business are undercapitalized as a result of bias and discriminatory practices in capital markets, Leyland M. Lucas of Morgan State University in the article entitled "Capital Accessibility, Gender and Ethnicity: The Case of Minority Women-Owned Firms" makes a compelling argument that in practice the issues are much more complex. He argues that while discrimination may exist, most financing institutions are behaving as they should and the lack of capital access is more explained by inexperience, information inaccessibility, and liabilities of newness and size. Whether you agree or disagree with the hypotheses offered by Dr. Lucas, this article will certainly add to the debate regarding financing of minority women-owned businesses.

Ed Chung and Kim Whalen of Elizabethtown College in their article, "The Embedded Entrepreneur: Recognizing the Strength of Ethnic Social Ties," premised on the idea that social networks represent an important, but often overlooked, unit of analysis in management and entrepreneurship studies. The concept of embeddedness, emphasizing the significance of social relationships, is of particular relevance as more and more frequently minorities and immigrants engage in small business ownership. This article borrows from the ethnicity and social network traditions, and offers that an analysis of the ethnic homogeneity of an entrepreneur's strong and weak social ties would be fruitful in gauging entrepreneurial success.

I hope if you have a thought-provoking, challenging issue regarding women and minority entrepreneurs, you will submit your scholarly work to *NEJE*. If you wish to contact me directly regarding whether an article is suitable, I can most easily be reached by email at [mdavi3@su.edu](mailto:mdavi3@su.edu) and every once in awhile I am actually in my office (540) 545-7314.

## **Barry R. Armandi—Book Reviews**

Welcome to the book reviews section of the *NEJE*. Our purpose in this section is to present reviews of not only current books in the field, but also other materials such as case books, simulations, and exercises. We would also encourage reviews of classic books and materials.

Two problems, however, have been identified to get the book reviews section off the proverbial ground. First, we need reviewers. Reviewing is not the laborious process many of us have felt in the past. We have created guidelines not only to aid in reviewing, but also to standardize our reviews. The guidelines are posted on our website for easy downloading. If you wish to review, please send an email to the address at the bottom of this introduction.

The second problem is coverage of the field. We would like you to recommend works that should be reviewed. We have a number in the pipeline already, and if there is duplication, we'll let you know. Likewise, if there are some older "classic" materials you use or wish to see reviewed, then again please contact us. Once you make a recommendation, hopefully you will want to do the review.

I look forward to hearing from you (armandi@attglobal.net or armandib@oldwestbury.edu).

## **Pamela Hopkins—Entrepreneurial Education**

Are you interested in finding new ways to make learning environments exciting yet still challenging and stimulating to the students and to you? Would you like to discuss new techniques with your colleagues? Would it be exciting to hear about students' experiences in these dynamic classrooms from the students themselves? Or what about sharing entrepreneurial education experiences using online instruction?

As associate editor of entrepreneurship education, my goal is to report these learning techniques and experiences so that we all may grow as teachers. I see this as a forum whereby we are discussing cutting-edge entrepreneurship education—maybe it is an idea, an application, an experiment, or a critique.

Entrepreneurs tell us many times that their successful ventures came about after a failure. I believe it is the same with entrepreneurial professors, who are always venturing to try new teaching methods and techniques. So, even if you think your attempt was unsuccessful, I think it is worthy to read about why. Maybe a tweak here and there through our discussion or even a change of venue can bring about success.

I am Pamela J. Hopkins and have been a professor for the past 26 years, currently teaching management at Southern Connecticut State University. As the associate editor of entrepreneurship education, I invite you to join me in creating a forum whereby we can share and discuss classroom experiences. With the acceleration of technology combined with diverse ways of student learning, a variety of exciting venues exist for us to explore.

This is a call for papers that explore creative and innovative approaches to entrepreneurial education. This is a call to all those teachers who are experimenting with accomplishing learning outcomes. If you enjoy this education experiment, please take the time to write up your experience so we can share and learn.

## **Daniel J. Rowley—Practitioner Interviews**

Daniel J. Rowley is a professor of management and chair of the Management Department at the Monfort College of Business at the University of Northern Colorado. He is the lead author of four scholarly books on strategic planning in colleges and universities; a workbook in the same series; a book on academic supervision; and a forthcoming textbook on business strategic management with Dr. Sherman. He is the author of articles and presentations on these subjects nationally and internationally. He has served as editor and as associate editor of the *Journal of Behavioral and Applied Management*, and has published book reviews and article reviews in several different journals. He received his B.A. from the University of Colorado at Boulder in 1969; his MPA from the University of Denver in 1978; and his Ph.D. from the University of Colorado at Boulder in 1987.

Practitioner interviews need to be objective and less personal in approach. Accolades for experience, position, and power should be placed either in the introduction or in the final biographical piece. They should not be placed within the body of the discussion. The interview must focus on what the entrepreneur has deduced about entrepreneurialism and how he or she has used it specifically in his or her career. To me, being able to show how entrepreneurialism has been a significant player is of extreme interest to the readers of an academic journal. See prior issues and our website for examples.

### **Gerry W. Scheffelmaier—International Entrepreneurship**

Gerry W. Scheffelmaier is an assistant professor of entrepreneurship with a Ph.D. in business information systems from Utah State University, an M.Ed. in business and marketing and a B.S. in accounting from Central Washington University. His interests include buyer behavior and e-commerce. Dr. Scheffelmaier has employed the “Baseball Model” to describe a business start-up or failing e-commerce businesses. In the model, each base on the baseball diamond is occupied by one of three components necessary to establish, create, and implement a successful e-commerce business.

*NEJE* is quite interested in receiving any articles that deal with international entrepreneurship—that is, any article dealing with U.S. entrepreneurs working outside of the states as well as any articles pertaining to non-U.S. entrepreneurial ventures. Both conceptual and empirical articles are encouraged as well as international case studies.