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Education

- Postgraduate Certificate in Advanced Academic Studies, University of Strathclyde, 2012.
Major: Teaching & Research
- Ph D, University of Colorado at Boulder, 2005.
Major: Organizational Management
- MBA, University of Colorado at Boulder, 2001.
Major: Entrepreneurship and Technology Management
- MS, Stanford University, 1992.
Major: Aeronautics and Astronautics Engineering
- BS, Rensselaer Polytechnic Institute, 1991.
Major: Aeronautical Engineering

RESEARCH

Research Publications

Books

- Monsen, E. (2005). *Employees Do Matter: Autonomy, Teamwork and Corporate Entrepreneurial Culture*. Colorado: Dissertation Abstracts International.

Book Chapters

- Boss, A., Monsen, E., Biniari, M. (2019). Integrating Corporate Entrepreneurship and Organization Development Through Learning and Leadership. In D. Kuratko & S. Hoskinson (Ed.), *The Challenges of Corporate Entrepreneurship in the Disruptive Age* (vol. 28, pp. 63-87). Bloomington, Indiana: Advances in the Study of Entrepreneurship, Innovation and Economic Growth (Emerald Publishing).
- Simmons, S., Levie, J., Monsen, E. (2016). Perceptions of firm competitive advantages from teaming up with universities: an exploratory study. In D. B. Audretsch, E. E. Lehmann, M. Meoli, and S. Vismara (Ed.), *University Evolution, Entrepreneurial Activity and Regional Competitiveness* (pp. 153-174). Heidelberg: Springer. link.springer.com/chapter/10.1007/978-3-319-17713-7_7
- Monsen, E. (2012). Das Regionale Ereignis "Unternehmensgründung" – Auch in Deutschland? [The Regional Event "Entrepreneurship" – Also in Germany?]. In K. Dicke, U. Cantner and M. Ruffert (Ed.), *Die Rolle der Universität in Wirtschaft und Gesellschaft, [The Role of the University in the Economy and Society]* (pp. 161-164). Jena: Friedrich-Schiller-Universität Jena and IKS Garamond.
- Monsen, E., Urbig, D. (2009). Perceptions of Efficacy, Control and Risk: A Theory of Mixed Control. A. Carsrud & M. Brännback (Eds.), *Understanding the Entrepreneurial Mind: Opening the Black Box* (pp. 259-281). New York: Springer.

Audretsch, D. B., Mosen, E. (2008). Entrepreneurship Capital: A Regional, Organizational, Team and Individual Phenomenon. In R. Barrett and S. Mayson (Ed.), *International Handbook of HRM and Entrepreneurship* (pp. 47-70). Cheltenham: Edward Elgar Publishing Ltd.

Refereed Journal Articles

Wales, W. J., Covin, J. G., Mosen, E. (2020). Entrepreneurial orientation: The necessity of a multilevel conceptualization. *Strategic Entrepreneurship Journal*.
<https://onlinelibrary.wiley.com/doi/abs/10.1002/sej.1344>

Johnson, M., Mosen, E., MacKenzie, N. (2017). Follow the leader or the pack? Regulatory focus and academic entrepreneurial intentions. *Journal of Product Innovation Management*, 34(2), 181-200. [dx.doi.org/10.1111/jpim.12355](https://doi.org/10.1111/jpim.12355)

Sieger, P., Mosen, E. (2015). Founder, Academic, or Employee? A Nuanced Study of Career Choice Intentions. *Journal of Small Business Management*, 53(S1), 30-57.
[dx.doi.org/10.1111/jsbm.12181](https://doi.org/10.1111/jsbm.12181)

Biniari, M., Simmons, S., Mosen, E., Pizarro Moreno, M. I. (2015). The configuration of corporate venturing logics: An integrated resource dependence and institutional perspective. *Small Business Economics*, 45(2), 351-367. [dx.doi.org/10.1007/s11187-015-9635-3](https://doi.org/10.1007/s11187-015-9635-3)

Mosen, E., Mahagaonkar, P., Dienes, C. (2012). Entrepreneurship in India: The Question of Occupational Transition. *Small Business Economics*, 39(2), 359-382.
[http://dx.doi.org/10.1007/s11187-011-9316-9](https://doi.org/10.1007/s11187-011-9316-9)

Urbig, D., Mosen, E. (2012). The structure of optimism: "Controllability affects the extent to which efficacy beliefs shape outcome expectancies". *Journal of Economic Psychology*, 33(4), 854-867. www.sciencedirect.com/science/article/pii/S016748701200044X

Wales, W., Mosen, E., McKelvie, A. (2011). The Organizational Pervasiveness of Entrepreneurial Orientation. *Entrepreneurship Theory & Practice*, 35(5), 895-923.
[dx.doi.org/10.1111/j.1540-6520.2011.00451.x](https://doi.org/10.1111/j.1540-6520.2011.00451.x)

Frederick, H., Mosen, E. (2011). New Zealand's Perfect Storm of Entrepreneurship and Economic Development. *Small Business Economics*, 37(2), 187-204.
[dx.doi.org/10.1007/s11187-009-9234-2](https://doi.org/10.1007/s11187-009-9234-2)

Mosen, E., Patzelt, H., Saxton, T. (2010). Beyond Simple Utility: Incentive Design and Tradeoffs for Corporate Employee-Entrepreneurs. *Entrepreneurship Theory & Practice*, 34(1), 105-130.
[dx.doi.org/10.1111/j.1540-6520.2009.00314.x](https://doi.org/10.1111/j.1540-6520.2009.00314.x)

Mosen, E., Boss, R. Wayne (2009). The Impact of Strategic Entrepreneurship inside the Organization: Examining Job Stress and Employee Retention. *Entrepreneurship Theory & Practice*, 33(1), 71-104. [dx.doi.org/10.1111/j.1540-6520.2008.00281.x](https://doi.org/10.1111/j.1540-6520.2008.00281.x)

Schweizer, L., Mosen, E., Patzelt, H. (2008). Anreize und Motivation für unternehmerisches Handeln in etablierten Firmen [Incentives and Motivation for Entrepreneurial Action in Established Firms]. *Zeitschrift für betriebswirtschaftliche Forschung*, 60(11), 671-692.

Koberg, C. S., Boss, R. Wayne, Goodman, E. A., Boss, A. D., Mosen, E. (2005). Empirical Evidence of Organizational Citizenship Behavior from the Health Care Industry. *International Journal of Public Administration*, 28(5/6), 417-436.
www.tandfonline.com/doi/abs/10.1081/PAD-200055199

Conference Proceedings

Wales, W., Monsen, E., Marino, L., Martin, J. (2012). Entrepreneurial Orientation in Thought, Word, and Deed: Reframing the Model and Advancing the Conversation. *Best Paper Proceedings of the Academy of Management*. Best Paper Proceedings of the Academy of Management, Entrepreneurship Division.

Monsen, E., Urbig, D. (2009). *Entrepreneurs and Perceptions Of Compound Risk: Moderating Effects Of Efficacy And Control Beliefs* (vol. 29, pp. 255-270). Massachusetts: Frontiers of Entrepreneurship Research.

Monsen, E., Saxton, T., Patzelt, H. (2007). *Motivation and Participation in Corporate Entrepreneurship: The Moderating Effects of Risk, Effort, and Reward* (vol. 27, pp. 683-697). Massachusetts: Frontiers of Entrepreneurship Research.

Journal Articles

Nelson, A., Monsen, E. (2014). Teaching technology commercialization: Introduction to the special section. *Journal of Technology Transfer*, 39(5), 774-779. [dx.doi.org/10.1007/s10961-014-9341-3](https://doi.org/10.1007/s10961-014-9341-3)

Schjoedt, L., Monsen, E., Pearson, A., Barnett, T., Chrisman, J. J. (2013). New Venture and Family Business Teams: Understanding Team Formation, Composition, Behaviors and Performance. *Entrepreneurship Theory & Practice*, 37(1), 1-15. [dx.doi.org/10.1111/j.1540-6520.2012.00549.x](https://doi.org/10.1111/j.1540-6520.2012.00549.x)

Monsen, E., Peters, S. A. (2010). Editorial (Special Issue: Corporate Entrepreneurship). *International Journal of Entrepreneurial Venturing*, 2(2), 107-113.

Periodicals

Monsen, E. (2015). In Erica Houskeeper (Ed.), *Makerspaces: Youth Hostels for Creative Grown-Ups*. Burlington, Vermont: UVM Outreach / UVM Continuing and Distance Education. learn.uvm.edu/blog-business/makerspaces-for-creative-adults

Presentations Given

Monsen, E. (Author & Presenter), Biniari, M. (Author), Levie, J. (Author), Sahasranamam, S. (Author), Babson College Entrepreneurship Research Conference, "Ideation and Experimentation: Unpacking Management Support For Corporate Entrepreneurship," Babson College, Wellesley, Massachusetts, United States. (June 10, 2021).

Biniari, M. (Author & Presenter), Monsen, E. (Author & Presenter), Wincent, J. (Author), Kautonen, T. (Author), Von Gelderen, M. (Author), 2020 Academy of Management Annual Meeting, "Motivating Corporate Entrepreneurial Effort: Champions, Followers, and How Innovation Climate Matter," Academy of Management, United States. (August 10, 2020).

Biniari, M. (Author), Monsen, E. (Author & Presenter), Wincent, J. (Author), Kautonen, T., van Gelderen, M., Babson College Entrepreneurship Research Conference, "The Role of Leader Identity Claims and Pro-Innovation Climate Perceptions in Motivating Corporate Entrepreneurship Intentions and Effort," University of Tennessee, Knoxville, Knoxville, Tennessee, United States. (June 7, 2020).

Monsen, E. (Author & Presenter), Wasko, M. (Author), Terjesen, S. (Author), Babson College Entrepreneurship Research Conference, "Team-Based Technology Entrepreneurship

- Education: A Longitudinal Study of the NSF Innovation-Corps Program," Babson College, Massachusetts, United States. (June 7, 2019).
- Biniari, M. (Author & Presenter), Monsen, E. (Author & Presenter), Von Gelderen, M. (Author), Wincent, J. (Author), 2017 Academy of Management Annual Meeting, "What Motivates Employees' Engagement in Corporate Entrepreneurial Behavior?," Academy of Management, Atlanta, Georgia, United States. (August 7, 2017).
- Monsen, E. (Presenter), BOWERS, M. (Presenter), NEELEY, K. (Presenter), PYLE, E. (Presenter), TEAGUE, B. (Presenter), ZORYCHTA, A. (Presenter), 2016 Global Consortium of Entrepreneurship Centers, "New Construction and Revival: The Basics of Building an Entrepreneurship Center and Curriculum," Global Consortium of Entrepreneurship Centers (GCEC), Rochester, New York, United States. (September 30, 2016).
- Levie, J. (Author & Presenter), Biniari, M. (Author), Monsen, E. (Author), 2016 Academy of Management Annual Meeting, "Comparing the Entrepreneurial Management and Corporate Entrepreneurship Assessment Instruments," Academy of Management, Anaheim, California, United States. (August 2016).
- Monsen, E. (Panelist), Justo, R. (Panelist), DeTienne, D. (Coordinator/Organizer), McKelvie, A. (Coordinator/Organizer), 2016 Academy of Management Annual Meeting, "Entrepreneurship Division Doctoral Consortium - How to Find the Right Fit: Career Differences across the Globe," Academy of Management - Entrepreneurship Division, Anaheim, California, United States. (August 5, 2016).
- Monsen, E. (Author & Presenter), Biniari, M. (Author), Levie, J. (Author), 2016 Babson College Entrepreneurship Research Conference, "An International Validation of the Corporate Entrepreneurial Assessment Instrument (CEAI)," Babson College, Bodø, Norway. (June 2016).
- Suhartanto, E., Monsen, E., 2016 Babson College Entrepreneurship Research Conference, "The Combination Effects of Professionalization and Entrepreneurial Orientation on Employee Engagement in Family and Non-family Firm," Babson College, Bodø, Norway. (June 2016).
- Monsen, E. (Author & Presenter), De Massis, A. (Author), Heblich, S. (Author), Audretsch, D. B. (Author), Kotlar, J. (Author), 2016 USASBE Conference, "Generative Capacity: A Key Catalyzing Resource for Entrepreneurial Activity and Breakthrough Innovation," United States Association for Small Business and Entrepreneurship, San Diego, California, United States. (January 12, 2016).
- Simmons, S. (Presenter), Hsu, D. (Presenter), Wieland, A. (Presenter), Begelfer, M. (Presenter), Monsen, E. (Presenter), 2016 USASBE Conference, "Experimental Methodologies: Applications and Agendas," United States Association for Small Business and Entrepreneurship, San Diego, California, United States. (January 9, 2016).
- Evans, J. (Panelist), Monsen, E. (Panelist), UVM Legislative Summit - Vermont's 21st Century Economy: Building an Entrepreneurial Ecosystem, "The Intersection of Higher Education, Private Sector and Government in Technology and Economic Development," UVM, Burlington, Vermont, United States. (November 17, 2015).
- Biniari, M. (Author), Simmons, S. A. (Author & Presenter), Monsen, E. (Author & Presenter), Pizarro Moreno, M. I. (Author), 2015 Academy of Management Annual Meeting, "Configuring Corporate Venturing Logics: A Resource Dependence and Institutional Perspective," Academy of Management, Vancouver, British Columbia, Canada. (August 11, 2015).

- Belousova, O. (Author & Presenter), Monsen, E. (Author), Groen, A. (Author), Gailly, B. (Author), 2015 Academy of Management Annual Meeting, "Delving Into Entrepreneurial Orientation Pervasiveness Question: The Critical Role of Consensus," Academy of Management, Vancouver, British Columbia, Canada. (August 11, 2015).
- Bagby, R. (Coordinator/Organizer), Monsen, E. (Presenter), Coombs, J. (Presenter), Brush, C. (Presenter), Welter, F. (Presenter), 2015 Academy of Management Annual Meeting, "Entrepreneurship Theory & Practice: Workshop for Journal Reviewers (ICW)," Academy of Management, Vancouver, British Columbia, Canada. (August 9, 2015).
- Monsen, E. (Panelist), Douglas, E. (Panelist), Salvato, C. (Panelist), Marino, L. (Coordinator/Organizer), Edelman, L. (Coordinator/Organizer), 2015 Academy of Management Annual Meeting, "Entrepreneurship Division Midcareer Consortium - The Global Entrepreneur Scholar," Academy of Management - Entrepreneurship Division, Vancouver, British Columbia, Canada. (August 8, 2015).
- Monsen, E. (Panelist), Dimov, D. (Panelist), Corbett, A. (Coordinator/Organizer), DeTienne, D. (Coordinator/Organizer), 2015 Academy of Management Annual Meeting, "Entrepreneurship Division Doctoral Consortium - How to Find the Right Fit: Career Differences across the Globe," Academy of Management - Entrepreneurship Division, Vancouver, British Columbia, Canada. (August 7, 2015).
- Suhartanto, E. (Author & Presenter), Monsen, E. (Author), MacKenzie, N. (Author), Babson College Entrepreneurship Research Conference, "The Effects of Professional Corporate Entrepreneurship Practices on Listed and Non-Listed Family Firms in Developing Economies," Babson College, Natick, Massachusetts, United States. (June 12, 2015).
- Brush, C. (Coordinator/Organizer), Corbett, A. (Coordinator/Organizer), Manolova, T. (Panelist), Naldi, L. (Panelist), McKelvie, A. (Panelist), Wales, W. (Panelist), Monsen, E. (Panelist), Milanov, H. (Panelist), Babson College Entrepreneurship Research Conference, "Doctoral Consortium - Lunch Time Break Out Discussion Groups," Babson College, Natick, Massachusetts, United States. (June 10, 2015).
- Suhartanto, E. (Author & Presenter), Monsen, E. (Author & Presenter), MacKenzie, N. (Author), Family Enterprise Research Conference, "The Effect of Professionalization and Entrepreneurial Orientation on Employee Engagement in Family Firm," Burlington, Vermont, United States. (June 6, 2015).
- Monsen, E. (Author & Presenter), StartupVT April Champion Meetup and Peer-Pitch-Practice™, "The Frontier Entrepreneur, the Magical Academic, and the Quest to Build a Crystal Ball: Center for Technology Venturing Research Draft Proposal," StartupVT and DesignBook, Burlington, Vermont, United States. (April 21, 2015).
- Monsen, E. (Panelist), Piper, E. (Panelist), Clark, K. (Panelist), 2015 Annual PMICV Symposium, "Vermont Entrepreneurship and the Entrepreneurial Project Manager," Project Management Institute Champlain Valley Chapter, South Burlington, Vermont, United States. (April 10, 2015).
- Piper, E. (Panelist), Clark, K. (Panelist), Sharma, S. (Panelist), Monsen, E. (Panelist), innoVaTe 2014: Second Annual Economic Development Summit, "Cultivating Entrepreneurship," Vermont Department of Economic Development, Burlington, Vermont, United States. (October 28, 2014).
- Urbig, D. (Author & Presenter), Monsen, E. (Author), Renko, M. (Author), Schjoedt, L. (Author), Tarabishy, A. (Author), 2016 Academy of Management Annual Meeting, "Emergence of

Entrepreneurship: Locus of Control Moderating the Effect of Self-Efficacy," Academy of Management, Philadelphia, Pennsylvania, United States. (August 4, 2014).

Simmons, S. A. (Coordinator/Organizer), Monsen, E. (Coordinator/Organizer), Siegel, D. (Presenter), Phan, P. (Presenter), Gianiodis, P. (Presenter), Link, A. (Presenter), Hornsby, J. (Presenter), Meek, W. (Presenter), Bercovitz, J. (Presenter), 2014 Academy of Management Annual Meeting, "Theoretical Perspectives of Academic Entrepreneurship: Current and Future Directions," Academy of Management, Philadelphia, Pennsylvania, United States. (August 2, 2014).

Bagby, R. (Coordinator/Organizer), Busenitz, L. (Presenter), Carter, S. (Presenter), Combs, J. (Presenter), DeTienne, D. (Presenter), Lim, D. (Presenter), Monsen, E. (Presenter), 2014 Academy of Management Annual Meeting, "Using Words Wisely to Shape Entrepreneurship Research: The Art and Craft of Reviewing," Academy of Management, Philadelphia, Pennsylvania, United States. (August 1, 2014).

Romanov, M. (Author), Monsen, E. (Author & Presenter), Ferguson, J. (Author), Gamble, E. (Author), Babson College Entrepreneurship Research Conference, "Self-employment, employment choice and the accounting profession," Babson College, London, Ontario, Canada. (June 6, 2014).

Biniari, M. (Author & Presenter), Simmons, S. A. (Author & Presenter), Monsen, E. (Author & Presenter), Pizarro Moreno, M. I. (Author), Babson College Entrepreneurship Research Conference, "The Configuration of Corporate Venturing Logic Through A Resource Dependence Institutional Lens," Babson College, London, Ontario, Canada. (June 5, 2014).

Romanov, M. (Author & Presenter), Monsen, E. (Author), Ferguson, J. (Author), Gamble, E. (Author), RENT XXVII - Research in Entrepreneurship and Small Business, "Self-employment, employment choice and the accounting profession," EIASM - European Institute for Advanced Studies in Management, Vilnius, Lithuania. (November 22, 2013).

Monsen, E. (Author & Presenter), RENT XXV - Research in Entrepreneurship and Small Business, "Entrepreneurial Career Choice: Exploring Links Between Motivations, Intention Strength and Strategic Orientation," EIASM - European Institute for Advanced Studies in Management, Bodo, Norway. (November 17, 2011).

Research Currently in Progress

"Entrepreneurial Career Choice: Exploring Links Between Motivations, Intention Strength and Strategic Orientation" (Writing Results).

This project is on hold, until other projects are completed.

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Over six years, from 2008 to 2013, I surveyed approximately 200 participants of a 1-week compact course in entrepreneurship and business startups at the University of Jena in Germany. Using this data, the intent is to study not only what factors motivate them to start a business, but also what factors motivate them to start specific types of businesses, i.e. small businesses versus high-growth business.

"Entrepreneurial Intentions and Commercialization Choices of University Researchers" (Writing Results).

This project is on the back burner. Mark completed his PhD in November 2020, and is currently evaluating future options.

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Mark is a former PhD student of mine from the University of Strathclyde who I am continuing to mentor to the end of his PhD.

Drawing on theories of regulatory focus, leadership and entrepreneurship, we propose a conceptual model that explains why academic leaders and scientists make differing entrepreneurial choices when exploiting university innovations. By acknowledging that different regulatory foci are elicited by academic leaders via their behaviours, this paper suggests that these leaders influence the motivations of scientists to act entrepreneurially through priming effects. In turn these effects influence the entrepreneurial behaviour of scientists, leading to differing outcomes when viewed across a spectrum of exploitation mechanisms.

This conceptual model is based on 30 qualitative interviews of Scottish university researchers, and is being tested using over 800 quantitative surveys of Scottish university researchers.

"Global Study of Entrepreneurial Corporate Employees: Motivation, Intention and Behavior" (Writing Results).

Both of these projects are moving full-steam ahead, and will be submitted for publication this year.

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Building on earlier survey development work on the framework conditions for employee engagement in corporate entrepreneurship and innovation, we have been conducting a multinational validation study over the past three years. Over the past three years, we have so collected 1115 surveys from MBA students in the University of Strathclyde's Full Time, Part Time, and International MBA programs, which run in Glasgow, Scotland, and in 9 other international centers around the world. Using this unique global dataset, we will evaluate the international validity of the Corporate Entrepreneurship Activity Index (Hornsby, Kuratko, et al). and examine how entrepreneurial and innovative employee behavior around the world is similar and different.

2020/2021 This research was accepted for presentation as a full paper at the 2021 Babson Kauffman Entrepreneurship Research Conference in June 2021.

2019/2020 Update: more recently, we have identified that the "management support" dimension subdivides into an "ideation" and an "experimentation" dimension. Thus, we not only validate the scale internationally, but we theoretically and practically extend it.

In addition, we are leverage findings from this earlier survey data to conduct two additional data collections. The first is with a large multinational firm (Tieto), who is interested in promoting entrepreneurship and innovation among its employees.

The second is a panel study of adults in Finland and Sweden, in order to study individuals entrepreneurial intentions and behaviors, both as independent as well as corporate entrepreneurs.

2019/2020 Update: more recently, we have identified key differences between leaders and followers of corporate entrepreneurship projects, which are now a central contribution we make.

"Self-employment, employment choice and the accounting profession" (Writing Results).

While project was made on restarting this project in Autumn 2019, it is now on the back burner, until Max makes progress on completing his PhD.

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Max is a former PhD student of mine from the University of Strathclyde who I am continuing to mentor to the end of his PhD.

This study looks at how entrepreneurial self-efficacy, internal locus of control, promotion regulatory focus, regulatory biases and their interactions may influence individual

preferences towards more entrepreneurial employment options. The study looks at final year accounting students, who are believed to be good representative example for the labour capital with consistent educational and professional background, and their personality perceptions with regards to vocational preferences. The study proposes using choice based conjoint based experiment and introduces a novel instrument for clearly distinguishing between greater or lesser entrepreneurial employment factors as applied to the real-market accounting job positions without actually them. By combining the findings of choice based conjoint experiment with the results for personality perceptions, the study proves the hypotheses on the predictive ability of the personality characteristics, and particularly entrepreneurial self-efficacy, internal locus of control, promotion regulatory focus, regulatory biases on the employment preferences, on individual preferences towards more entrepreneurial employments in accounting in terms of career path, work process and job security.

Update Fall 2019: With the aid of a MACC program graduate research assistant, a literature review was conducted and an even more robust experimental design was developed.

"Small Town Entrepreneurial Ecosystems" (On-Going).

This project is the current focus of a sabbatical that i have been granted for Fall 2021, and is a further development of an earlier project described farther below.

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As small towns in rural and peripheral regions wrestle with rebuilding their local economies and communities in the wake of the Covid-19 pandemic, research in this area will have critical, practical relevance. Therefore, leveraging a Research Sabbatical in Fall 2021, I propose developing field-research methodologies and that enable the collaborative development of robust insights into the local entrepreneurial ecosystems in small towns in rural regions.

In this project, I explore experience sampling methodologies (Beal, 2015; Gabriel et al, 2019), which have been applied to robustly probe the day-to-day perceptions, cognitive processes, and decision making of individual entrepreneurs (Uy et al, 2010). In particular, when augmented by technologies such as smart phones (Aguinis & Edwards, 2014; Uy et al, 2015, 2017), this approach will allow us to explore ever more challenging and practically relevant questions about small town entrepreneurial ecosystems.

For example, Engel et al (2017) recommends experience-sampling methodology to explore the inter-individual differences in entrepreneurial networking actions – a practical research question that has been posed to me by John Burton and Lori Smith of the Vermont Futures Project. Further, we could study the evolutionary dynamics of these network relationships over time (Alvedalen & Boschma, 2017; Mack & Mayer, 2016; Pitelis, 2012; Scott, Hughes, & Ribeiro-Soriano, forthcoming; Spigel & Harrison, 2018) and more comprehensively understand the interplay of all elements of a local entrepreneurial ecosystem (Spigel, 2017; Stam, 2015; Stam & van de Ven, forthcoming).

Most importantly, by engaging local entrepreneurial leaders earlier in the research design process - such as Evan Douglas of Do North CoWorking in Lyndon Vermont or Trevor Barlow at the Black River Innovation Campus in Springfield Vermont – we will increase the relevance of the research and the likelihood that it will be accessible and interesting to local policy makers (Jolley & Pittaway, 2019) and the builders of rural, small town entrepreneurial ecosystems.

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In an earlier form, this project was titled "Promoting globally competitive technology ventures beyond the "frontiers" of major metropolitan"

Beginning with high technology ventures in Vermont, this project will expand in phases to other regions beyond the "frontiers" of major metropolitan regions, both in the developed and developing world. The goal is to develop networks of university, trade association, and corporate partners in order to better understand and promote the needs of new and growing technology ventures in regions outside of major metropolitan areas. In order to reach this goal, data will be regularly collected both on the high technology firms as well as their employees, including both objective performance as well as subjective survey data. As this database builds over several years, we will be able to uniquely ask multi-level and longitudinal questions posed by both the high tech business community and policy makers.

Originally (2016), the goal is to conduct this research under the auspices of a Kauffman Foundation Metro Ecosystem grant, which would fund a pilot study here in Burlington, with the potential for follow up studies in other Kauffman sponsored metro ecosystems.

Due to a major restructuring of the Kauffman Foundation in the Summer of 2016, decisions about this grant application have been put on hold until the restructuring is complete. Hopefully a decision will be made soon. (Last Update - April 2017).

Update: after several unsuccessful Kauffman Foundation grant applications, a successful bootstrapping solution to develop a data collection and community engagement app was discovered. In the Fall 2019 semester, three computer science students in an app development class built an Android prototype, and in the Spring 2020 another team of three computer science students (2 from the fall semester) are building a parallel and augmented IOS prototype. Field tests, using the Android and IOS versions, were to be conducted in Summer 2020.

Unfortunately, the student team was not able to produce the working app in both IOS and Android formats. Therefore, the technology for this project is being re-evaluated.

"Why Teaching Academics to Think Like Entrepreneurs is Making a Difference: Lessons Learned from NSF's I-Corps Program" (Writing Results).

This summer, once other projects are under review at journals, this project will be one of my publication goals in Fall 2021.

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August 2020 Update:

A new release of the dataset from our data collection related to the National Science Foundation I-Corps™ National Course is now available. This release combines pre-course, post-course, and longitudinal survey data and includes data from 51 cohorts between spring 2012 and fall 2017.

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November 2019 Update:

The good news is that with the new augmented dataset from VentureWell, which includes 3 more years of data, we went from a sample size of 384 to 1115, which is great.

In addition, looking just at the pre/post commercialization confidence data, the ratios are remaining about the same. In both cases, about 40% increase in confidence, 40% stay the same, and 20% decrease in confidence.

One challenge with the dataset this time around is that VentureWell has consciously and conscientiously deleted a range of demographic data, such as Node Code, Year, and Census Region, in order to protect individual identities. For example, whereas we statistically controlled for Node Code in the past, we cannot do it this time around. That said, hopefully other variables in the dataset will allow to control for systematic variance in other ways.

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Principal Topic: The National Science Foundation (NSF) Innovation Corps (I-Corps) is the premier U.S. government-funded program for technology commercialization, at \$30 million annually. The I-Corps curriculum leverages lean start-up and experiential approaches, and requires: 3-member teams (entrepreneurial lead, technical lead, and industry mentor) to follow a 7-week customer discovery program in a highly-pressurized environment. We explore I-Corps' success through transactive memory systems (TMS) theory (Wegner, 1985). TMS suggests that individuals who spend time together in teams create an overarching mental model of "who knows what," allowing each individual to uniquely encode, store, and retrieve information based on his/her role identity. Applied to management generally (Argote & Ren, 2012; Ren & Argote, 2011) and entrepreneurship (Zheng, 2012; Zheng & Mai, 2013), TMS suggests individual I-Corps team members will master different areas of material and have differing perceptions (Feldman, 1981; Ng & Feldman, 2007), resulting in varying confidence levels in their technologies' commercial potential.

Method: We use data from 2011-2016 of 900+ I-Corps national teams including 2,900 individuals from 217 universities who created 361 companies through 16 cohorts, based on a self-administered survey of all team members at three stages: pre-training, post-training, and follow-up. We examine: (1) What factors influence pre- to post-course estimations of technology commercialization potential?; (2) What factors influence progression from post-course to actual company formation or licensing deal?; and (3) Do factors differ across technical lead, entrepreneurial lead, and industry mentor roles?

Results and Implications: Overall, 42% of respondents report increased confidence in technology commercialization; only 16% report a decrease. Of 42% who report no change, over half started in highest confidence category, and cannot. Entrepreneurial leads start with the highest level of pre-course commercialization confidence, and technical leads end with the highest level of post-course commercialization confidence. Consistent with TMS, we find significant differences in the three team member types' reactions to program design. Entrepreneurial leads' post-course commercialization confidence is negatively affected by program harshness, and technical leads and industry mentors react negatively to program stressfulness. Post-course evaluations of team-work quality on commercialization confidence vary across roles. Entrepreneurial leads' confidence appears unaffected by teamwork quality, technical leads are positively affected by the team collaboration, and industry mentors by equitable work distribution. Entrepreneurial leads' pre-course orientation towards learning about business-scaling and market validation positively impact post-course commercialization confidence; however, pre-course learning orientation is insignificant for technical leads and industry mentors.

Contracts, Grants and Sponsored Research

Fellowship

Monsen, E., "USASBE Rural Research Fellowship," Sponsored by United States Association for Small Business and Entrepreneurship (USASBE), Professional/Academic Assoc & Soc., \$2,000.00. (March 19, 2021 - Present).

Grant

Monsen, E. (Contributor), Rincon, M. (Principal), Irvin, C. (Co-PI), von Houten, J. (Contributor), Tracy, R. (Contributor), Farewell, C. (Contributor), Parsons, P. (Contributor), "Fostering entrepreneurship in biomedical research," Sponsored by National Institutes of Health, Government and Public Sector, \$2,500,000.00. (March 17, 2016 - 2021).

Irvin, C. (Principal), Thornton, T. (Contributor), Monsen, E. (Contributor), Farewell, C. (Principal), Huggett, K., "Fostering entrepreneurship in biomedical research - Renewal Grant 2021-2026," Sponsored by National Institutes of Health, Government and Public Sector, \$2,663,411.00.

Monsen, E. (Co-PI), Kolodinsky, J. (Contributor), Weaver, R. (Co-PI), "BTV Mayor's Prize for Entrepreneurship," Sponsored by Kauffman Foundation / City of Burlington VT, Foundations, \$99,059.00.

Monsen, E. (Principal), Robbins, M. (Contributor), Silverman, P. (Contributor), Treanor, O. (Contributor), "E-Team Grant - Majorwise," Sponsored by VentureWell, Non-Profit Organizations, \$5,000.00.

Monsen, E. (Contributor), Varhue, W. J. (Principal), Badireddy, R. (Contributor), Tan, T. (Contributor), "INFEWS/T3: Increased Realization of Sustainable Energy, Food and Water made Possible with Nano-materials," Sponsored by National Science Foundation, Government and Public Sector, \$2,084,094.00.

Monsen, E. (Co-PI), Kolodinsky, J. (Contributor), Weaver, R. (Co-PI), "Uncommon Methods & Metrics: A primary data collection initiative to uncover how entrepreneurial ecosystems affect entrepreneurs," Sponsored by Kauffman Foundation, Foundations, \$450,000.00.

Monsen, E. (Contributor), Korsunskiy, E. (Principal), Kostell, S. (Contributor), "Advanced Design Thinking: A new course to foster innovation and creative-problem solving," Sponsored by University of Vermont - Engaged Practices Innovation (EPI) Grant Program, College/University, \$10,000.00. (November 1, 2016 - May 5, 2017).

Monsen, E. (Principal), Robbins, M. (Contributor), Silverman, P. (Contributor), "Simon Family Public Research Fellowship," Sponsored by UVM Undergraduate Research Office, College/University, \$1,965.00.

Monsen, E. (Co-PI), Kolodinsky, J. (Co-PI), "Developing Metrics To Understand Place Based Entrepreneurial Success," Sponsored by Kauffman Foundation, Foundations, \$186,572.00.

Monsen, E. (Contributor), Weiss, D. (Co-PI), Spees, J. (Co-PI), "COBRE Proposal: Regenerative Medicine," Sponsored by National Institutes of Health, Government and Public Sector, \$7,500,000.00.

Monsen, E. (Principal), Williams, T. (Co-PI), Rincon, M. (Contributor), Dubief, Y. (Contributor), Petrick Smith, C. (Co-PI), Farewell, C. (Contributor), Maynard, A. (Contributor), James, T. (Contributor), "Sparking Innovation and Entrepreneurship Skills in STEM Graduate Students," Sponsored by National Science Foundation, Government and Public Sector, \$500,000.00.

Monsen, E. (Contributor), James, T. A. (Principal), Farewell, C. (Contributor), Trutor, A. (Contributor), Jemison, J. (Contributor), "Clinical Innovation Program: Improving Health Care through Innovation," Sponsored by VentureWell (originally called the National Collegiate Inventors and Innovators Alliance, or NCIIA), Non-Profit Organizations, \$50,000.00.

Awards and Honors

Journal of Small Business Management Editors Choice Award, USASBE 2016 Annual Conference. (January 11, 2016).

Secondary Appointment as Associate Professor of Mechanical Engineering, UVM College of Engineering and Mathematical Sciences. (January 28, 2015).

Stevens Institute of Technology Wesley J. Howe Award for Excellence in Research on the Topic of Corporate Entrepreneurship, Babson College Entrepreneurship Research Conference. (June 2008).

TEACHING

Teaching Experience

The University of Vermont

BSAD 138, Entrepreneurship: Bus Planning, 4 courses.
BSAD 196, Technology, Entrepreneurship and Commercialization, 2 courses.
BSAD 230, Tech Entr & Commercialization, 2 courses.
BSAD 290, Capstone: Entrepreneurship Theme, 4 courses.
BSAD 295, QR Integrated Product Development, 1 course.
BSAD 302, Crafting the Entrepreneurial Business Model, 2 courses.
BSAD 304, Technology Entrepreneurship and Commercialization, 2 courses.
BSAD 338, Int Sustain New Business Model, 1 course.
BSAD 395, Technology, Entrepreneurship, and Commercialization, 1 course.
BSAD 396, Technology Entrepreneurship and Commercialization, 2 courses.
EDLP 296, Creativity & Innovation Leadership, 1 course.
HCOL 186, Critical Perspectives on Innovation & Entrepreneurship, 1 course.
MBA 302, Crafting the Entrepreneurial Business Model, 4 courses.
MBA 304, Sustainable Intrapreneurship, 2 courses.
MBA 305, Sustainable Entrepreneurship in Action - Practicum, 3 courses.
ME 265, Integrated Product Development, 1 course.

Awards and Honors

"Recognizing Excellent Teaching" Award Nomination, University of Strathclyde. (May 7, 2014).

Professional recognition as Fellow, Higher Education Academy (HEA) - U.K. (August 13, 2013).

SERVICE

Service to Academic Community

Committee Member, GSB Faculty Engagement Committee. (January 2020 - Present).

Committee Member, GSB Faculty Standards Committee. (August 15, 2016 - Present).

Committee Member, Engineering Management Curriculum Committee. (September 1, 2014 - Present).

Faculty Advisor, Entrepreneurship Club. (September 1, 2014 - Present).

Committee Member, FSC Mentoring Sub-Committee - Akshay Mutha. (January 1, 2020 - October 15, 2020).

Committee Member, FSC Sabbatical Review Subcommittee - Chiang & P. Sharma. (September 8, 2020 - September 26, 2020).

Committee Member, Graduate Studies Committee. (August 15, 2017 - August 14, 2020).

Committee Member, AACSB Assurance of Learning (AoL) Committee. (August 25, 2016 - August 14, 2020).

Committee Member, FSC Reappointment Sub-Committee - Senior Lecturer Amy Tomas. (September 16, 2019 - November 18, 2019).

Committee Member, SI-MBA Five Year Review Committee. (January 4, 2019 - September 6, 2019).

Committee Member, FSC Sabbatical Sub-Committee - Professor Chun Zhang. (September 1, 2019 - September 18, 2018).

Committee Member, FSC Mentoring Sub-Committee - Kenneth De Roeck. (February 1, 2017 - May 1, 2019).

Committee Member, Engineering Management Faculty Search Committee. (January 9, 2018 - February 1, 2019).

Committee Chair, FSC Tenure Sub-Committee - Ante Glavas. (August 4, 2017 - November 30, 2017).

Committee Chair, GSB OB/HRM Faculty Search Committee. (August 25, 2016 - March 15, 2017).

Summer Research, Summer Research. (June 1, 2016 - August 31, 2016).

Summer Research, Summer Research. (June 1, 2015 - August 31, 2015).

Faculty Advisor, ENACTUS Club. (September 1, 2014 - May 1, 2015).

University Service including GSB

Faculty Advisor, Accelerating University Commercialization (ARC) Program. (January 1, 2021 - Present).

Committee Chair, UVM Office of Engagement - Entrepreneurship Committee. (October 30, 2020 - Present).

Committee Member, UVM Communicates. (January 1, 2020 - Present).

Faculty Advisor, Center for Biomedical Innovation. (August 20, 2019 - Present).

Committee Member, UVM Maker Space Steering Committee. (February 11, 2019 - Present).

Faculty Mentor, Innovation and Entrepreneurship Learning Community. (August 15, 2018 - Present).

Faculty Advisor, Innovation and Entrepreneurship Learning Community - Advisory Board. (January 10, 2018 - Present).

Committee Member, SPARK VT - Operations Committee. (October 15, 2016 - Present).

Faculty Advisor, Catamount Innovation Fund. (September 1, 2016 - Present).

Committee Member, Entrepreneurship Forum. (November 20, 2015 - Present).

Committee Chair, UVM Business Pitch Competition. (September 2015 - Present).

Program Organizer, Proposed: Center for Entrepreneurship Making and Design / Institute for Applied Imagination. (August 20, 2015 - Present).

Committee Member, Consultative Group to Work with Art & Science Group. (February 3, 2021 - December 31, 2021).

Committee Member, Curricular Affairs Committee of the Faculty Senate. (September 1, 2015 - August 31, 2021).

Committee Member, Faculty Senate Research, Scholarship & The Creative Arts. (January 1, 2020 - December 31, 2020).

Committee Member, Honors College Council. (January 1, 2020 - August 15, 2020).

Committee Member, OVPR Postdoctoral Associate Program - Application Review Committee. (February 24, 2020 - April 30, 2020).

Committee Member, Vermont Products Pitch. (September 17, 2019 - March 17, 2020).

Grant Proposal Reviewer, Internal, EPSCoR Phase 0 Commercialization Grant Review Committee. (March 8, 2017 - February 21, 2018).

Committee Member, Planning Committee for "Innovation and Entrepreneurship Learning Community". (September 25, 2017 - January 10, 2018).

Committee Member, United Academics. (October 1, 2015 - August 31, 2016).

Committee Member, UVM Business Pitch Competition. (September 2014 - August 2015).

Professional Service

Editorial Review Board Member, Journal of Small Business Strategy, Tennessee. (February 19, 2021 - Present).

Editorial Review Board Member, Organizational Research Methods. (January 2018 - Present).

Editorial Review Board Member, Small Business Economics Journal. (January 2018 - Present).

Editorial Review Board Member, Strategic Entrepreneurship Journal. (January 2015 - Present).

Editorial Review Board Member, Journal of Business Venturing. (2013 - Present).

Editorial Review Board Member, Entrepreneurship Theory & Practice. (2011 - Present).

Reviewer, Journal Article, Academy of Management Learning and Education. (January 1, 2021 - December 31, 2021).

Reviewer, Journal Article, Entrepreneurship Theory and Practice. (January 1, 2021 - December 31, 2021).

Reviewer, Journal Article, International Journal of Entrepreneurial Behavior & Research. (January 1, 2021 - December 31, 2021).

Reviewer, Journal Article, Journal of Business Venturing. (January 1, 2021 - December 31, 2021).

Reviewer, Journal Article, Journal of Product Innovation Management. (January 1, 2021 - December 31, 2021).

Reviewer, Journal Article, Organizational Research Methods. (January 1, 2021 - December 31, 2021).

Reviewer, Journal Article, Entrepreneurship Theory and Practice. (January 1, 2020 - December 31, 2020).

Reviewer, Journal Article, Group & Organization Management. (January 1, 2020 - December 31, 2020).

Reviewer, Journal Article, International Journal of Entrepreneurial Behavior & Research. (January 1, 2020 - December 31, 2020).

Reviewer, Journal Article, Journal of Business Venturing. (January 1, 2020 - December 31, 2020).

Reviewer, Journal Article, Organization Studies. (January 1, 2020 - December 31, 2020).

Reviewer, Journal Article, Organizational Research Methods. (January 1, 2020 - December 31, 2020).

Reviewer, Journal Article, Research Policy. (January 1, 2020 - December 31, 2020).

Reviewer, Journal Article, Small Business Economics Journal. (January 1, 2020 - December 31, 2020).

Reviewer, Journal Article, Strategic Entrepreneurship Journal. (January 1, 2020 - December 31, 2020).

Reviewer, Journal Article, Academy of Management Learning and Education. (January 1, 2019 - December 31, 2019).

Reviewer, Journal Article, Entrepreneurship Theory and Practice. (January 1, 2019 - December 31, 2019).

Reviewer, Journal Article, Group & Organization Management. (January 1, 2019 - December 31, 2019).

Reviewer, Journal Article, International Small Business Journal. (January 1, 2019 - December 31, 2019).

Reviewer, Journal Article, Journal of Business Venturing. (January 1, 2019 - December 31, 2019).

Reviewer, Journal Article, Journal of Product Innovation Management. (January 1, 2019 - December 31, 2019).

Reviewer, Journal Article, Journal of Technology Transfer. (January 1, 2019 - December 31, 2019).

Reviewer, Journal Article, Organizational Research Methods. (January 1, 2019 - December 31, 2019).

Reviewer, Journal Article, Research Policy. (January 1, 2019 - December 31, 2019).

Reviewer, Journal Article, Small Business Economics Journal. (January 1, 2019 - December 31, 2019).

Reviewer, Journal Article, Strategic Entrepreneurship Journal. (January 1, 2019 - December 31, 2019).

Research Committee Chair, Academy of Management, Entrepreneurship Division. (August 2015 - August 2018).

Editor, Associate Editor, Small Business Economics Journal. (August 2014 - December 2017).

Representative-at-Large, Academy of Management, Entrepreneurship Division. (August 2013 - August 2016).

Editor, Special Issue, Entrepreneurship Theory & Practice. (January 1, 2010 - January 1, 2013).

Public Service

Committee Member, New North End Business Association (Burlington VT), Burlington, Vermont. (March 19, 2021 - Present).

Committee Member, Church Street Marketplace Commission, Burlington, Vermont. (July 13, 2020 - June 30, 2023).

Committee Member, Vermont Innovation Collaborative - Data Sub-Committee, Burlington, Vermont. (February 9, 2018 - January 31, 2020).

Committee Member, Collegiate LaunchVT, Vermont. (May 29, 2015 - October 18, 2019).

Committee Member, Collegiate Launch VT 2017 Finals at UVM, Burlington, Vermont. (October 19, 2017 - February 15, 2018).

Judging Panel, 2016 Champlain Maker Faire Adopt a Maker Pitch Session, Shelburne, Vermont. (September 25, 2016).

Judging Panel, 2015 Champlain Maker Faire Adopt a Maker Pitch Session, Shelburne, Vermont. (September 27, 2015).

Guest Speaker, Project Management Institute of Chittenden Valley - Annual Symposium - Panel: Vermontpreneurship and the Entrepreneurial Project Manager, Burlington, Vermont. (April 10, 2015).

Awards and Honors

Service, Community

Vermont TechJam Ambassador Award - Finalist, Vermont Technology Alliance. (October 19, 2018).

Service, Professional

Best Reviewer Award, Entrepreneurship Division of the Academy of Management. (August 8, 2016).

Certificate of Excellence in Reviewing 2013, Journal of Business Venturing - Elsevier Publishing.
(June 19, 2014).

Outstanding Reviewer 2013, Entrepreneurship Theory and Practice - Journal. (August 4, 2013).

Service, University

UVM's inaugural Outstanding Faculty Advising Award - Finalist, UVM. (April 13, 2018).