

Mark Gagnon

1265 Edward Street
State College, PA 16801

Tel: (314) 974-8810
Email: mag199@psu.edu

Education

- Ph.D. Management: Forest Resources
Minor: Business Administration, Smeal College of Business
Dissertation: Investigating Employee Strategic Alignment During A
Transformation to Lean Manufacturing
The Pennsylvania State University, University Park, PA
- M.S. Marketing: Forest Resources
Thesis: A Marketing Profile of the Structural Insulated Panel Industry
The Pennsylvania State University, University Park, PA
- B.S. Building Materials and Wood Science
University of Massachusetts at Amherst, Amherst, MA

Employment Summary

- | | |
|---|----------------|
| Harbaugh Entrepreneurship Scholar and Entrepreneurship Coordinator
College of Agricultural Sciences: The Pennsylvania State University | 2012 - Present |
| Research Associate, Entrepreneurship
College of Agricultural Sciences: The Pennsylvania State University | 2009 - Present |
| Co Founder, Vice President
Dyenon Building Technologies | 2009 - 2009 |
| Director of Business Development
Bay Tree Technologies | 2007 - 2008 |
| Director of Product Management, Building Products
Huttig Building products | 2005 - 2007 |
| Postdoctoral Research Associate
The Pennsylvania State University | 2004 - 2005 |
| Graduate Research Assistant
The Pennsylvania State University | 2001 - 2004 |
| Regional Sales Manager, Midwest
J.M. Huber Corporation | 2001 - 2001 |
| Market Manager, Business Development
J.M. Huber Corporation | 2000 - 2001 |

Marketing Analyst/Specialist J.M. Huber Corporation	1998 - 2000
Director: September Materials Marketing	1997 - 1998
Graduate Research Assistant The Pennsylvania State University	1995 - 1997
Inside Sales Brockway-Smith Company	1994 - 1995

Refereed Publications

Gagnon, M.A. and Heinrichs, P.A. 2016. Food entrepreneur sustainable orientation and firm practices. *International Journal of Food and Agricultural Economics*. 4(4): 11-28.

Gagnon, M.A., Michael, J.H., Elser, N.C., and Gyory, C.T. 2013. Seeing green in several ways: The interplay of entrepreneurial, sustainable and market orientations on executive scanning and small business performance. *Journal of Marketing Development and Competitiveness*. 7(3): 9-28.

Michael, J.H., Elser, N.C., Gagnon, M.A., and Ray, C.D. 2012. Knowledge Resources and Firm Performance: A Pallet Industry Perspective. *Journal of Applied Packaging Research*. Dec: 213-224.

Gagnon, M.A. 2012. Sustainable minded entrepreneurs: Testing a values-based framework. *Journal of Strategic Innovation and Sustainability*. 8(1).

Gagnon, M.A., Jansen, K.J., and Michael, J.H. 2008. Employee alignment with strategic change: A study of strategy supportive behavior among blue-collar employees. *Journal of Managerial Issues*. 20(4): 425-443.

Michael, J.H., Leschinsky, R., and Gagnon, M.A. 2006. Production employee performance at a furniture manufacturer: The importance of supportive supervisors. *Forest Products Journal*. 56(6): 19-24.

Gagnon, M.A., and Michael, J.H. 2004. Outcomes of perceived supervisor support for wood production employees. *Forest Products Journal*. 54(11/12): 172-177.

Gagnon, M.A., and Michael, J.H. 2003. Employee strategic alignment at a wood manufacturer: An exploratory analysis. *Forest Products Journal*. 53(10): 24-29.

Gagnon, M.A., and Adams, R.D. 1999. A marketing profile of the structural insulated panel industry. *Forest Products Journal*. 49(7/8): 31-35.

Refereed Conference Proceedings

Gagnon, M.A. and Beaury, R.J. 2017. Staying ahead of the institutional game: Tactics for fostering entrepreneurship and innovation at universities. Paper presented at the 2017 Annual Venture Well Open Conference. Washington, D.C.

Gagnon, M.A. and Mischke, A. 2016. Sustainability starts with the core: Resource categories and context during firm formation. Paper presented at the 2016 Annual Sustainability, Ethics and Entrepreneurship Conference. Denver, CO.

Gagnon, M.A., and Heinrichs, P.A. 2014. Acting on sustainability: Entrepreneur sustainable orientation and firm practices. Paper presentation for The 2014 International Council for Small Business (ICSB) World Conference for Entrepreneurship. Dublin, Ireland.

Gagnon, M.A. and Heinrichs, P.A. 2014 Entrepreneur sensemaking and pursuit of competitive viability. Paper presented at The Entrepreneurship Exemplars Conference, Keystone, CO.

Gagnon, M.A., Michael, J.H., Elser, N. and Gyory, C.T. 2013. Seeing green in several ways: The interplay of entrepreneurial, sustainable and market orientations on executive scanning and small business performance. Manuscript submitted to the 2013 United States Small Business and Entrepreneurship Annual Conference. San Francisco, CA.

Gagnon, M.A. 2012. Sustainable minded entrepreneurs: Testing a values-based framework. Paper presented at the United States Small Business and Entrepreneurship Annual Conference. New Orleans, LA.

Gagnon, M.A. and Michael, J.H. 2012. A confirmatory factor analysis of sustainable orientation, commitment and identification. Poster session and paper presented at the 2012 Annual Sustainability, Ethics and Entrepreneurship Conference. Denver, CO.

Gagnon, M.A. and Bauer, P.E. 2011. A test of normative and efficacy based correlates of intention to venture and instructor rated likelihood to venture. Paper presented at the 2011 Mason Entrepreneurship Research Conference. Fairfax, VA.

Gagnon, M.A. 2011. Saving a green venture: EnviroWood. Awarded Best Business Teaching Case for the United States Association for Small Business and Entrepreneurship 2011 Annual Conference. Hilton Head, SC.

Gagnon, M.A., 2011. Opportunity recognition in agriculture entrepreneurship. Paper and Presentation. 2011 What Works Agriculture Conference. Philadelphia, PA.

Gagnon, M.A. 2011. Saving a green venture: EnviroWood. Awarded best teaching case. Proceedings 2011 United States Small Business and Entrepreneurship 2011 Annual Conference Proceedings. Hilton Head, SC.

Gagnon, M.A., Jansen, K.J., and Michael, J.H. 2004. The role of strategic knowledge and commitment in predicting strategically-aligned behavior: A study of lean transformation. Academy of Management 2004 Annual Meeting Proceedings: Human Resource Division.

Doctoral and Master's Theses Committee Membership

Brunke, J. 2016. The history of entrepreneurship education and the potential role of entrepreneurship education at the secondary school level. Professional masters. Penn State University, University Park, PA.

Gumble, J. 2015. Production and financial analyses of Green Towers' urban agricultural products. Masters thesis. Penn State University, University Park, PA.

Joostbern, C. 2014. Entrepreneurship in rural Kentucky. Professional masters. Penn State University, University Park, PA.

Hoins, Z. 2013. Entrepreneurship: Finding success in developing countries in Africa. Professional masters. Penn State University, University Park, PA.

Shi, W. 2013. Evaluating trade show performance of exhibitors of furniture supplying industries. Dissertation. Penn State University, University Park, PA.

Elser, N. 2012. Strategic processes in a transitioning industry: Knowledge-based resources, entrepreneurial orientation and the performance of firms. Master's thesis. Penn State University, University Park, PA.

Non-refereed Works and Reports

Duchene, L.A., Farthing, J., Gagnon, M.A., and Azzara, C.D. 2016. We are growing through entrepreneurship and innovation. [Information booklet] 12pp.

Gagnon, M.A. 2016. Kettle brook tales: A story of creative rebellion. Working novel. 165pp.

Gagnon, M.A., and Killian, E.V. 2016. A five-point framework for entrepreneurship. Working manuscript. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., Lin, M., Kwok, C., Asghar, R., Patel, S., Scharsig, J., Kim, B., and Maiello, B. 2015. An overview of AgTech: Venture opportunities and challenges [White paper] 33pp.

Azzara, C.D., Hoffman, S., and Gagnon, M.A. 2015. The College of Agricultural Sciences Entrepreneurship and Innovation Program: Delivering New Business and Job Creation, Industry Partnerships and Student Career Success [White paper] 10pp.

Gagnon, M.A. and Bender, S. 2014. Specialty food entrepreneur participant report. The Pennsylvania State University, University Park, PA.

Spencer, M.T., Gagnon, M.A., Azzara, C., and Lungeanu, R. 2014. Entrepreneurship and innovation at Archer Daniels Midland a preliminary report. Confidential client report. The Pennsylvania State University, University Park, PA.

Heinrichs, P.A., Gagnon, M., and Azzara, C. 2014. The case for a central Pennsylvania innovation hub in food, agriculture and bio-materials. Working manuscript. The Pennsylvania

State University, University Park, PA.

Gagnon, M.A. and Heinrichs, P.A. 2014 Entrepreneur sensemaking and pursuit of competitive viability. Working manuscript. The Pennsylvania State University, University Park, PA.

Heinrichs, P.A., Gagnon, M., and Azzara, C. 2014. The case for a central Pennsylvania innovation hub in food, agriculture and bio-materials. Working manuscript. The Pennsylvania State University, University Park, PA.

Gagnon, M.A. and Michael, J.H. 2012. Entrepreneur attachment to sustainability through the lenses of sustainable orientation, commitment and identification. Unpublished manuscript.

Gagnon, M.A. and Gyory, C.T. 2012. Student entrepreneurship at Penn State. [White paper]. 12pp.

Elser, N., Michael, J., Kirwan, A., and Gagnon, M. 2012. Knowledge and Performance: The wood pallet and container industry [White paper].18pp.

Elser, N., Michael, J., Gagnon, M., and Ray, C. 2012. Linking knowledge and performance in the North American pallet industry. Manuscript submitted for publication.

Elser, N., Michael, J., and Gagnon, M. 2012. Strategic processes in a transitioning industry: Knowledge-based resources, entrepreneurial orientation and the performance of firms. Unpublished manuscript.

Gagnon, M.A. and Hyde, J. 2011. It's Time to rethink betting the farm. Pioneer Seed Newsletter.

Gagnon, M.A., Michael, J.M., Hyde, J. and Crowley, C.L. 2010. Entrepreneurship in agriculture and natural resources: Success factors from people who have ventured forward. Preliminary Report. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., Michael, J.M., and Hyde, J. 2010. Entrepreneurship in agriculture, food and natural resources participant report. The Pennsylvania State University, University Park, PA.

Gagnon, M.A. and Crowley, C.L. 2010. Entrepreneur use of social media in new venture promotion. Working manuscript. The Pennsylvania State University, University Park, PA 16802.

Gagnon, M.A. and Bauer, P.E. 2010. A test of normative and efficacy based correlates of intention to venture and instructor rated likelihood to venture. Working manuscript. The Pennsylvania State University, University Park, PA.

Gagnon, M.A. 2010. Thermally modified wood: Views from inside an emerging forest products industry segment. Confidential working paper. The Pennsylvania State University, University Park, PA.

Michael, J.H. and Gagnon, M.A. 2005. Occupational information for the Pennsylvania lumber, wood and paper industry cluster. A Chapter in Pennsylvania's Targeted Industry Cluster Report. Pennsylvania Department of Labor and Industry, Harrisburg, PA.

Smith, P.M., Gagnon, M.A. and Dasmohapatra, S. 2005. Builder – manufacturer marketing analysis for the U.S. residential siding industry. Working Report for the Office of Naval Research. The Pennsylvania State University, University Park, PA.

Michael, J.H., and Gagnon, M.A. 2004. The importance of aligning human capital with manufacturing strategies. The 2004 Manufacturing Competitiveness of the Forest products Industry Conference. New Orleans, LA.

Gagnon, M.A., and Jansen, K.J. 2004. Coping with crisis: A qualitative analysis of coping patterns in the Quecreek mine inundation. Working paper. The Pennsylvania State University, University Park, PA.

Michael, J.H., Guo, G., Gresock, A.R and Gagnon, M.A. 2004. Superior Woodcraft employee safety survey results. Confidential client report. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., and Michael, J.H. 2004. Superior Woodcraft executive strategic decision-making survey results. Confidential client report. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., and Michael, J.H. 2004. Ovation Cabinet Company executive strategic decision-making survey results. Confidential client report. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., and Michael, J.H. 2004. Canyon Creek Cabinet Company executive strategic decision-making survey results. Confidential client report. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., and Michael, J.H. 2004. Conestoga executive strategic decision-making survey results. Confidential client report. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., and Michael, J.H. 2003. Kitchen cabinet manufacturer executive strategic decision-making survey results. Report prepared for the Kitchen Cabinet Manufacturers Association. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., and Michael, J.H. 2003. Supervisors: A critical link for strategic change. Research client white paper. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., Evans, D., Michael, J.H., and Jansen, K.J. 2003. Yorktowne employee survey results: 2003 final report. Research client report. The Pennsylvania State University, University Park, PA.

Michael, J.H., Lawson, L.L., Jansen, K.J., Gagnon, M.A. Bhaskar, P., Evans. D. and Leschinski, R. 2002. Final report on enhancing human capital at Pennsylvania wood

producers. Report prepared for the Pennsylvania Hardwoods Development Council. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., Bhaskar, P., Evans, D., Leschinsky, R., Michael, J.H., and Jansen, K.J. 2002. Yorktowne employee survey results: 2002 final report. Confidential client report. The Pennsylvania State University, University Park, PA.

O'Connell, M.O., Bhaskar, P., Evans, D., Gagnon, M.A., Leschinsky, R., Michael, J.H., and Jansen, K.J. 2002. Pennsylvania House employee survey results: final report. Confidential client report. The Pennsylvania State University, University Park, PA.

Evans, D., Michael, J.H., Jansen, K.J., Gagnon, M.A., and Leschinsky, R. 2002. Woodcraft employee survey results final report. Confidential client report. The Pennsylvania State University, University Park, PA.

Evans, D., Gagnon, M.A., Leschinsky, R., Michael, J.H., and Jansen, K.J. 2002. Spectra Wood employee survey results final report. Confidential client report. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., and Adams, R.D. 1997. Perceptions of engineered wood used in a demonstration house. Confidential Report for the APA. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., and Adams, R.D. 1997. Summary results and recommendations for SIP marketing study participants. Participant Report. The Pennsylvania State University, University Park, PA.

Gagnon, M.A., and Adams, R.D. 1996. 1995 Production statistics for structural insulated panels. Report for study participants. The Pennsylvania State University, University Park, PA.

Research Presentations

Gagnon, M.A. 2017. Innovation from within: Making innovation part of your day. GrowMark, LLC Annual Conference Keynote. University Park, PA.

Gagnon, M.A. 2016. Food Ecommerce. Indepth AgTech sector presentation. The Pennsylvania State University, University Park, PA.

Gagnon, M.A. 2016. CandidioTech. Go to market strategy presentation. The Pennsylvania State University, University Park, PA.

Gagnon, M.A. and Bender S. 2015. New firm sustainable performance via the implementation of resource bundles utilizing resource based theory. 2015 Sustainability, Ethics and Entrepreneurship Conference. Denver, CO.

Gagnon, M.A. and Bender S. 2015. New firm sustainable performance via the implementation of resource bundles utilizing resource based theory. 2015 Sustainability, Ethics and Entrepreneurship Conference. Denver, CO.

Gagnon, M.A. and Heinrichs, P.A. [Accepted for Presentation]. Exploring the entrepreneurial process through sensemaking. Paper for the 2015 United States Small Business and Entrepreneurship Annual Conference. Tampa, FL.

Gagnon, M.A. and Heinrichs, P.A. 2014. Acting on sustainability: Entrepreneur sustainable orientation and firm practices. 2014 International Council for Small Business (ICSB) World Conference for Entrepreneurship.

Gagnon, M.A. 2014. The Business Model Canvass applications for Bio-renewables. 2014 New Markets for Bio-Energy Crops Workshop. State College, PA.

Gagnon, M.A. and Heinrichs, P.A. 2014 Entrepreneur sensemaking and pursuit of competitive viability. Entrepreneurship Exemplars Conference, Keystone, CO.

Gagnon, M.A. 2014. The Business Model Canvass. 2014 Mid-Atlantic Fruit Growers Convention. Hershey, PA.

Gagnon, M.A. 2013. The learning and decision making processes of sustainable entrepreneurs. Sustainability, Ethics and Entrepreneurship Conference. Denver, CO.

Gagnon, M.A. and Bolton, J.F. 2013. Calling all Agripreneurs: Ag student engagement in entrepreneurship and innovation. Paper and Presentation to be presented at the 2013 NCIIA Open Annual Conference. Washington, D.C.

Gagnon, M.A. 2012. Sustainable minded entrepreneurs: Testing a values-based framework. Paper presented at the United States Small Business and Entrepreneurship Annual Conference. New Orleans, LA.

Gagnon, M.A. and Michael, J.H. 2012. A confirmatory factor analysis of sustainable orientation, commitment and identification. Poster session and paper presented at the 2012 Annual Sustainability, Ethics and Entrepreneurship Conference. Denver, CO.

Gagnon, M.A., Michael, J.H. and Hyde, J. 2011. Sustainable minded entrepreneurs: Testing a values-based framework. Poster Session for the 2011 Value Added Agriculture Conference. Pittsburgh, PA.

Gagnon, M.A. and Hyde, J. 2011. Current research in A&NR entrepreneurship at Penn State. Presentation at the spring 2011 agricultural extension entrepreneurship natural working group planning retreat. State College, PA

Gagnon, M.A., Michael, J.M., and Hyde, J. 2010. Eight points of advice from agriculture and natural resource entrepreneurs. Poster Session for the 2010 Penn State Annual Extension Conference.

Gagnon, M.A. 2011. Saving a green venture: EnviroWood. Teaching case. 2011 United States Small Business and Entrepreneurship 2011 Annual Conference. Hilton Head, SC.

Gagnon, M.A., Michael, J.M., J. Hyde and Crowley, C.L. 2010. Eight points of advice from agriculture and natural resource entrepreneurs. Poster presented at the 2010 Penn State

Annual Extension Conference.

Gagnon, M.A. 2007. Product management training session. [Presentation]. Huttig Building Products General Manager Training Program. St. Louis, MO.

Gagnon, M.A. and Michael, J.H. 2005. Workforce issues in the lumber, wood and paper cluster. [Presentation]. Building a Demand-Driven Innovation System in Pennsylvania: A Symposium for Planners in Workforce Development, Education, and Economic Development. University Park, PA.

Michael, J.H. and Gagnon, M.A. 2005. Management accountability for results: Aligning Human Capital with Strategic Change [Client Presentation]. Prepared for Yorktowne Cabinet Company. The Pennsylvania State University, University Park, PA.

Michael, J.H., and Gagnon, M.A. 2004. The importance of aligning human capital with manufacturing strategies [Presentation]. The 2004 Manufacturing Competitiveness of the Forest Products Industry Conference. New Orleans, LA

Gagnon, M.A., Jansen, K.J., and Michael, J.H. 2004. The role of strategic knowledge and commitment in predicting strategically-aligned behavior: A study of lean transformation [Presentation]. Academy of Management 2004 Annual Meeting: Human Resource Division. New Orleans, LA.

Michael, J.H., and Gagnon, M.A. 2004. Enhancing decision-making in top management teams. [Presentation]. The 2004 Wood Pro Conference at The Pennsylvania State University, University Park, PA.

Michael, J.H., and Gagnon, M.A. 2003. Enhancing decision-making in top management teams. [Presentation] The 2003 Semi Annual Kitchen Cabinet Manufacturers Meeting, Minneapolis, MN.

Gagnon, M.A., Michael, J.M., and Jansen, K.J. 2002. Employee strategic alignment and performance: An empirical test of a strategic knowledge, identification and commitment framework. [Poster Presentation]. The 18th Annual Penn State Graduate Exhibition, University Park, PA.

Gagnon, M.A., Michael, J.M., and Jansen, K.J. 2002. The effects of perceived supervisor support on employee attitudes and performance. [Poster Presentation]. The 50th Annual Forest Products Society Meeting, Madison, WI.

Gagnon, M.A., and Adams, R.D. 1996. 1995 Production statistics for structural insulated panels [Presentation of Study Results to Participants]. The 1996 Annual Structural Insulated Panel Association Meeting, Washington, D.C.

Gagnon, M.A., and Adams, R.D. 1997. A marketing profile of the structural insulated panel industry. [Presentation of Study Results to Participants]. The 1997 Annual Structural Insulated Panel Association Meeting, Washington, D.C.

Gagnon, M.A., and Adams, R.D. 1997. A marketing profile of the structural insulated panel industry. [Poster Presentation]. The 13th Annual Penn State Graduate Exhibition, University Park, PA.

Teaching Experience

Instructor: Fall 2016. Entrepreneurial Leadership ENGR 310. The Pennsylvania State University. University Park, PA. SRTE Course 6.60, Instructor 7.00 rated on 7-point scale.

Instructor: Fall 2016. AgTech Entrepreneurship AGBM 497F. The Pennsylvania State University. University Park, PA. SRTE Course 6.67, Instructor 7.00 rated on 7-point scale.

Instructor: Spring 2016. Entrepreneurial Leadership ENGR 310. The Pennsylvania State University. University Park, PA. SRTE Course 6.09, Instructor 6.25 rated on 7-point scale.

Instructor: Spring 2016. AgTech Entrepreneurship AGBM 297F. The Pennsylvania State University. University Park, PA. SRTE Course 5.00, Instructor 5.29 rated on 7-point scale.

Instructor: Fall 2015. Strategic Agribusiness AGBM 308W. The Pennsylvania State University. University Park, PA. SRTE Course 5.76, Instructor 6.19 rated on 7-point scale.

Instructor: Fall 2015. Entrepreneurial Leadership ENGR 310. The Pennsylvania State University. University Park, PA. SRTE Course 5.94, Instructor 6.47 rated on 7-point scale.

Instructor: Spring 2015. Entrepreneurial Mindset MGMT 215. The Pennsylvania State University. University Park, PA. SRTE Course 5.53, Instructor 6.12 rated on 7-point scale.

Instructor: Spring 2015. Entrepreneurial Leadership ENGR 310. The Pennsylvania State University. University Park, PA. SRTE Course 5.75, Instructor 5.93 rated on 7-point scale.

Instructor: Spring 2015. Advanced Venture Teams AGBM/IST/ENGR 497F. The Pennsylvania State University. University Park, PA. SRTE Course 7.0, Instructor 7.0 rated on 7-point scale.

Instructor: Fall 2014. Entrepreneurial Mindset MGMT 215. The Pennsylvania State University. University Park, PA. SRTE Course 6.33, Instructor 6.60 rated on 7-point scale.

Instructor: Spring 2014. Entrepreneurial Mindset MGMT 215 The Pennsylvania State University. University Park, PA. SRTE Course 5.40, Instructor 6.00 rated on 7-point scale.

Instructor: Fall 2014. Advanced Ventures IST/ENGR/AGBM497B The Pennsylvania State University. University Park, PA. SRTE Course 6.33, Instructor 6.33 rated on 7-point scale.

Instructor: Fall 2013. Entrepreneurial Mindset MGMT 215. The Pennsylvania State University. University Park, PA. SRTE Course 5.21, Instructor 5.57 rated on 7-point scale.

Instructor: Spring 2013. Advanced Agricultural Venture. Pilot Course. The Pennsylvania State University. University Park, PA. SRTE Course 6.00, Instructor 6.33 rated on 7-point scale.

Instructor: Spring 2013. Entrepreneurial Mindset MGMT/ENGR 297F The Pennsylvania State University. University Park, PA. SRTE Course 5.62, Instructor 6.37 rated on 7-point scale.

Instructor: Fall 2012. Entrepreneurial Mindset MGMT/ENGR 297F. The Pennsylvania State University. University Park, PA. SRTE Course 6.00, Instructor 6.33 rated on 7-point scale.

Instructor: Spring 2012. Entrepreneurial Leadership ENGR 310. The Pennsylvania State University. University Park, PA. SRTE Course 6.00, Instructor 6.33 rated on 7-point scale.

Instructor: Fall 2011. Entrepreneurial Leadership ENGR 310. The Pennsylvania State University. University Park, PA. SRTE Course 6.18, Instructor 6.55 rated on 7-point scale.

Instructor: Spring 2011. Entrepreneurial Leadership ENGR 310. The Pennsylvania State University. University Park, PA. SRTE Course 6.00, Instructor 6.25 rated on 7-point scale.

Instructor: Fall 2010. Entrepreneurial Leadership ENGR 310. The Pennsylvania State University. University Park, PA. SRTE Course 5.92, Instructor 6.17 rated on 7-point scale.

Instructor: Spring 2010. Entrepreneurial Leadership ENGR 310. The Pennsylvania State University. University Park, PA. SRTE Course 6.32, Instructor 6.21 rated on 7-point scale.

Corporate Training Specialist: Fall 2007. Product Management Training Session. Huttig Building Products General Manager Training Program. St. Louis, MO.

Teaching Assistant: Fall 2003. Wood Products Organizational Management. Course Instructor: Dr. Judd H. Michael. The Pennsylvania State University. University Park, PA.

Teaching Assistant: Fall 2002. Wood Products Operations Management. Course Instructor: Dr. Judd H. Michael. The Pennsylvania State University. University Park, PA.

Teaching Assistant: Fall 1995. Wood Anatomy. Course Instructors: Dr. Paul R. Blankenhorn and Lee Stover. The Pennsylvania State University. University Park, PA.

Committee Membership

- Executive committee member for the College of Agricultural Sciences Entrepreneurship and Innovation Program. 2014-Present.
- Committee member for the University wide entrepreneurship minor at Penn State. 2011-Present.
- Committee member for the Agribusiness Program in The College of Agricultural Sciences at Penn State 2010-Present.
- Committee member for Development for the AESE Department in The College of Agricultural Sciences at Penn State 2010-Present.
- Committee Co-Chair for the College of Agricultural Sciences Entrepreneurship Strategic Initiative at Penn State. 2011-2012.
- Committee member for the College of Agricultural Sciences Entrepreneurship Strategic Initiative. 2010-2012.
- 2010 Extension Annual Conference Program Committee
- Penn State University Entrepreneurship Minor Review Committee. Ad hoc member

Spring 2010. Assisted with authoring a university wide entrepreneurship undergraduate minor proposal for the University Provost and the Board of Trustees.

Professional Service

- Academy of Management (Business Policy & Strategy Division, Entrepreneurship Division Member)
- United States Association for Small Business and Entrepreneurship-USASBE (2014 Co-Chair Corporate Entrepreneurship & Innovation Special Interest Group)
- United States Association for Small Business and Entrepreneurship-USASBE (2013 Chair Corporate Entrepreneurship & Innovation Special Interest Group)
- United States Association for Small Business and Entrepreneurship-USASBE (2012 Vice-Chair Corporate Entrepreneurship & Innovation Special Interest Group)
- Forest Products Society Member (1994-2010)
- 2012 Track Chair for Strategy and New Venture Performance United States Association for Small Business and Entrepreneurship 2013 Annual Meeting
- Reviewer Academy of Management (2004-2016)
 - Business Policy & Strategy Division and Entrepreneurship Divisions
- Reviewer United States Association for Small Business and Entrepreneurship-USASBE (2010-2014)
 - Reviewer Academy of Management Annual Conference
 - Reviewer The Journal of Agricultural Education and Extension
 - Reviewer Canadian Journal of Administrative Sciences
 - Reviewer Forest Products Journal
 - Reviewer Journal of Managerial Issues
 - Reviewer Organization Management Journal
 - Reviewer International Conference for Small Business
 - Reviewer Sustainability Entrepreneurship and Ethics Conference
 - Reviewer US Association for Small Business & Entrepreneurship Conference
 - Reviewer What Works II Conference Proceedings

Employment Detail

Harbaugh Entrepreneurship Scholar: October 2012 - Present

The Pennsylvania State University, University Park, PA

- Lead the College of Agricultural Sciences Entrepreneurship and Innovation Program through stakeholder engagement, service and resident education
- Successfully taught 21 courses across the entrepreneurship and strategy spectrum from introductory to advanced classes
- Developed a new Advanced Ventures Course with a focus on venture effectuation and developed several innovative teaching modules
- Developed a new entrepreneurship minor cluster in Food and Bio-innovation as part of Penn State's new University-wide Minor in Entrepreneurship & Innovation
- Supported the launch of over 30 student businesses and mentored over 350 students in their entrepreneurial endeavors
- Orchestrated 7 Harbaugh entrepreneurship lectures and campus visits reaching over 700 students

- Founded and held 5 Ag Springboard Business Competitions engaging over 75 students team enrollments and over \$30K in student awards
- Supported the development of 25 graduate students with entrepreneurship instruction, graduate committee membership and mentoring. Resulted in three graduate startups and several new venture awards exceeding \$45K
- Help implement a culture change in the College of Agricultural Sciences to develop entrepreneurial efforts with student and faculty engagement, teaching, research and research commercialization
- Collaborated with faculty through entrepreneurship events, research commercialization grants/activities and research projects
- Developed support from College administration and helped established an active 9-person industry and academic Entrepreneurship & Innovation Advisory Board
- Engaged over 50 faculty, graduate students and research associates across the College of Agricultural Sciences and assisted with the launching of the RAIN Grant Program resulting in over \$580K awarded to business startups and commercial research projects
- Forged strong relationships and cross college linkages with over 75 faculty in the Colleges of Business, Engineering, Communications, Science, and Health & Human Development and within the University's Cross Disciplinary Institutes
- Completed 2 research projects and generated in 4 peer reviewed journal publications, 7 peer reviewed conference papers and over 15 participant reports/white papers
- Helped obtain E&I Program external funding and donor support exceeding \$1M including \$500K of internal support from University Administration
- Assisted with the college sponsored research initiative resulting in engagements with 8 leading agribusiness firms with over \$340K in sponsored research

Entrepreneurship Coordinator, College of Agricultural Sciences: August 2011 - Present
The Pennsylvania State University, University Park, PA

- Lead the College of Agricultural Sciences Entrepreneurship Strategic Initiative through stakeholder engagement, service and resident education
- Lead collaborative efforts to foster entrepreneurship within the College of Agricultural Sciences and across colleges at Penn State including collaborating with Penn State Office of Tech Transfer, working with faculty with commercialization interests and student venture team mentoring

Research Associate, Entrepreneurship: August 2009 - Present
The Pennsylvania State University, University Park, PA

- Co-direct the College of Agricultural Sciences Entrepreneurship Strategic Initiative through research, teaching and provide outreach materials for the College of Agricultural Sciences at Penn State
- Lead investigator for the 2013 Food Entrepreneur Decision Making and process research project
- Co-investigator on the Wood Packaging Industry Executive Decision Making and Performance study
- Co-investigator for agriculture and natural resources entrepreneur venture practices study and have interviewed over 30 entrepreneurs
- Lead investigator for the Penn State panel study on entrepreneurship that is investigating student nascent entrepreneurial activity from 2010 to the present and examine the role of key antecedents to venturing

- Committee Co-Chair and member for the College of Agricultural Sciences Entrepreneurship Strategic Initiative 2009-2012
- Instructor for MGMT215 Entrepreneurial Mindset (first course in the University wide entrepreneurship minor)
- Instructor for ENGR 310 Entrepreneurship for 2010-2012 (an undergraduate cross college course housed in the Engineering Entrepreneurship Minor)

Vice President: January 2009 - October 2009

DyeNon Building Technologies, Inc. Headquarters, Murfreesboro, TN

A \$200K start-up company that specializes in the market development of green building technologies.

- Oversee the financial, marketing and operational functions of the business.
- Lead consultant on several business development projects.
- Develop and manage customer relationships in the North American market.

Director of Business Development: October 2007 - December 2008

Bay Tree Technologies-USA, LLC, Corporate Headquarters, Memphis, TN

A \$1.8M start-up company that has introduced PureWood™, a thermally modified wood decking brand in North America

- Co-developed the PureWood decking sales and channel strategy resulting in over \$1.8M in new decking product sales in a market where construction activity had declined over 30 percent.
- Responsible for market development for the western US and assisted with developing relationships nationally with over 50 building material distributors. Developed concentrated market pull in 6 western markets establishing relationships with over 75 professional lumberyards.
- Develop technology strategy and provide technical expertise for product development and building code compliance testing.
- Establish key parameters for the third party contract manufacturer quality program for a \$15M production facility.

Director of Product Management: Building Products: August 2005 - October 2007

Huttig Building Products Corporation, Corporate Headquarters, St. Louis, MO

A \$1B corporation (NYSE-HBP) - a national wholesale distributor in millwork and building products.

- Drive key initiatives to grow, develop and expand Huttig's \$500M+ building and wood products mix.
- Helped achieve 7% building products category 2006/05 comparable sales growth and 16% building & wood product growth in 2005/04.
- Completed a national distribution agreement with Fiberweb, established several new branch/state wide distribution programs for key brands such as Alcoa, CertainTeed, RDI & Roseburg.
- Manage relationships with key organizational constituents that included prodealers, suppliers, executive officers and branch management teams across 39 distribution locations in the US.
- Direct and strengthen relationships between key suppliers with over \$300M in annual purchases including Louisiana-Pacific, TimberTech, Owens-Corning, Fiberweb, W.R. Grace, CertainTeed and Simpson Strong-Tie.

- Design and facilitate program implementation of several key organizational initiatives including national account/supplier programs, market sales drives and distribution program start-ups that include market, facility, human capital, supplier & financial due diligence.

Postdoctoral Research Associate: August 2004 - August 2005

The Pennsylvania State University, University Park, PA

- Investigator for the U.S. Navy Wood Plastics Composites Research Consortium.
 - Identified optimal siding product positioning for the \$8B U.S. siding market using gap analysis.
 - Developed product launch implementation working plan for wood plastic composite siding with revenue potentials of \$400M+.
 - Conducted an analysis of 80 siding manufacturers' advertising and promotional literature using textual coding analysis to quantify the usage of 25 product attribute categories across product categories.
- Commissioned by the Pennsylvania Department of Labor and Industry to prepare the Lumber, Wood and Paper Industry Cluster Employment Opportunities Report.
 - Co-Prepared an industry cluster plan that highlighted 6 promising occupations to employ over 24,000 in the \$15B Pennsylvania forest products industry sector.
 - The Lumber, Wood and Paper Industry cluster plan was funded by a \$25,000 grant from the PA Department of Labor and Industry, which has assembled an eight industry cluster report that will assist Governor Rendell for guiding state workforce development policy and state funding.

Graduate Research Assistant: August 2001 - August 2004

The Pennsylvania State University, University Park, PA

- Consulted with 10 client organizations in the areas of strategy, change and decision-making, completed 13 client research projects and achieved 4 peer-reviewed publications.
 - Consulted Yorktowne Cabinets in the area of change management. This project entailed surveying 600+ employees over two time periods to determine behavior and attitude congruence with a company strategic change.
 - Co-investigator of the Kitchen Cabinet Manufacturer Association Executive Strategic Decision-making Study. Profiled 100+ kitchen cabinet industry executives in terms of strategic issue importance, information processing and decision intent. Provided industry executives tools for better decision-making and consulted with 6 top management teams to improve their strategic decision-making.
 - Co-implementer for an organizational development project with Pennsylvania House Furniture. Study findings were applied to improve morale of 650+ employees after workforce attrition.
 - Assistant-investigator for The Pennsylvania Wood Products Human Capital Study commissioned by the PA Department of Agriculture and Hardwood Development Council. The study identified 4 critical factors across 8 companies to improve the use of human capital within the Pennsylvania forest products industry.

Regional Sales Manager, Midwest: March 2001 - August 2001

J.M. Huber Corporation, Wood Products Division, Charlotte, NC

A \$250M wood products division of a \$1B private natural resource company

- Managed the customer base across the Midwest (7-states), accounted for over \$30M in sales and over 25 MMSF 3/8" of structural panels.
- Facilitated relationship development and growth of existing accounts with nationally recognized multi-tiered customer/user base, acted as the "voice of the customer" for senior management and provided market intelligence/feedback on strategic sales initiatives.

Market Manager, Business Development: March 2000 - March 2001

J.M. Huber Corporation, Wood Products Division, Charlotte, NC

- Acted as lead investigator/manager for marketing research within a divisional business development team responsible for formulating 1.0 BSF 3/8" of specialty production or \$300M in specialty sales.
- Conducted primary diligence on acquisition, joint venture and business development opportunities. Contributor on initial diligence conducted for \$50M partnership. Secured a third-party processing partnership and provided assistance with a division research and development pilot-plant site selection.
- Provided new product development team leadership by being team president for a furniture product platform with projected volumes over 200MMSF 3/8" and \$80M revenues.

Marketing Analyst/Specialist: March 1998 - March 2000

J.M. Huber Corporation, Wood Products Division, Charlotte, NC

- Managed division advertising and promotions for over 1BSF 3/8" of panel products and \$250M of revenues: oversaw a \$1.3M promotions budget.
- Developed and executed advertising and promotional plans that were critical for building a \$100M+ brand.
- Provided marketing support/research for five product development teams and sought out promising marketing segments/opportunities for the Wood Products Division.
- Furniture product manager with 1999 sales over 12MMSF 3/8" and \$6.0M revenues.

Other Employment:

- Director: September 1997 - March 1998, Materials Marketing (sole proprietorship) Paxton, MA
- Graduate Research Assistant: August 1995 - August 1997, Penn State, University Park, PA
- Inside Sales: May 1994 - June 1995 Brockway-Smith Company, Andover, MA