Dale T. Eesley

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EDUCATION

Ph.D. **University of Wisconsin-Madison.**
Doctoral Candidate in Management and Human Resources
Degree Awarded **August, 2004.**

Primary Concentration:	Entrepreneurship / Strategy
Secondary Concentration:	Organizational Behavior
Minor:	Sociology

MA.R. **Westminster Theological Seminary**, Philadelphia, PA.
Master of Arts and Religion 1991.

B.A. **Gordon College,** Wenham, MA
Majors: Economics and English, 1987

DISSERTATION

Dissertation Topic: Business founders and surprise: Improvisation, planning and unexpected outcomes in new ventures.

Using semi-structured interviews with recently founded firms, I examine how acts of improvisation and planning after an unexpected event affect the outcomes of responses to the surprise event. I hypothesize the effect is related to size and age of the firm, founder experience, and the strategic or tactical nature of the response.

Committee Members
Anne S. Miner Ramon Aldag Ted Baker

RESEARCH INTERESTS

New venture formation; learning in entrepreneurial firms; financing, valuation and harvesting of small firms; planning and improvising in new ventures; innovation, research and development in small firms; family business.

TEACHING INTERESTS

Entrepreneurship, Entrepreneurial Finance; Family business; Business Policy; Introduction to Business; Personal Finance.

PUBLICATIONS

REFEREED JOURNAL PUBLICATIONS

Longenecker C.O, Ariss, S & Eesley, D.T. 2008. "Human Resource Management in Successful Entrepreneurial Enterprises: Challenges and Lessons." Human Resource Advisor. July/August.

Eesley, D.T. & Longenecker, C.O. (2006). Barriers and Gateways to Intrapreneurship in Rapidly Changing Organizations. Industrial Management, 48(1): 18-23.

Baker, T., Miner, A. S., & Eesley, D. T. (2003). Improvising firms: Bricolage, account giving and improvisational competencies in the founding process. Research Policy, 32(2): 255.

BOOK CHAPTERS

Miner, Anne S.; Eesley, Dale; DeVaughn, Michael and Rura Thekla (2001). "The magic beanstalk vision of university venture formation." In Kaye Schoonhoven and Elaine Romanelli (eds.) The Entrepreneurship Dynamic. Stanford, CA: Stanford University Press.

PUBLISHED CONFERENCE PROCEEDINGS

Baker, T., Miner, A.S., & Eesley, D.T. (2001). Fake It Until You Make It: Improvisation And New Ventures. Frontiers of Entrepreneurship Research 2001. Wellesley, Mass.: Center for Entrepreneurial Studies Babson College.

WORKING PAPERS

Eesley, D. T. Organizational Reputation and New Ventures: Firm Awareness of Credit Ratings and Its Impact on Firm Performance. Sample of 80 collected, additional data collection required. Target Journal: Entrepreneurship, Theory & Practice

Gong, Baker, Eesley, Miner. Didn't Expect That! Surprise Events, Responses and Outcomes In Entrepreneurial Firms. Data Collected. Target Journal Academy of Management Journal or Administrative Science Quarterly.

Eesley, D. T. Rapid Response: Factors that allow New Ventures to Respond Quickly to Unexpected Events. Data collected. Target Journal: Journal of Business Venturing.

Eesley, D. T. , Meglich, P. A "Bully" In Its Own China Shop: The Impact of Abusive Entrepreneurial Leadership Behaviors on Employee Turnover and Firm Performance" This is an abstract that was submitted to the Babson College Entrepreneurship Research Conference. No draft has been written or data collected. Target Journal: TBD.

Eesley, D. T. and Decker, C. "Rural Revival? An Examination Of Start-ups In Rural And Native American Communities" This is an abstract that was submitted to the Babson College Entrepreneurship Research Conference. No draft has been written or data collected. Conference Paper is due in Spring, 2008. Target Journal: TBD.

CONFERENCE PRESENTATIONS

Gong, Baker, Eesley*, Miner. Knowledge Deployment Responses To Organizational Surprises In Start-Ups: The Impact of Organizational Memory, Strategic Level and Improvisation. Paper presented at the conference of the Academy of Management, Philadelphia, PA, August, 2007.

Eesley, D. T. Organizational Reputation and New Ventures: Firm Awareness of Credit Ratings and Its Impact on Firm Performance. Presented at the Babson College Entrepreneurship Research Conference, Madrid, Spain June 2007.

Gong, Baker, Eesley*, Miner. Didn't Expect That! Surprise Events, Responses and Outcomes In Entrepreneurial Firms. Presented at the Babson College Entrepreneurship Research Conference, Madrid, Spain June 2007.

Longenecker, C.O & Eesley, D. T*. Human Resource Management in Successful Entrepreneurial Enterprises: Challenges, Paradoxes, And Opportunities. Presented at the Babson/Kauffman Entrepreneurship Research Conference, Bloomington, Indiana, June, 2006.

Eesley, D. T. Responding to Surprise: Improvisation, Planning or Muddling Through. Presented at the Babson/Kauffman Entrepreneurship Research Conference, Bloomington, Indiana, June, 2006.

Eesley, D. T. Rapid Response: Factors that allow New Ventures to Respond Quickly to Unexpected Events. Presented at the Babson/Kauffman Entrepreneurship Research Conference, Boston, MA, June, 2005.

Eesley, D. T. Outsourcing and New Ventures. Presented at the Babson/Kauffman Entrepreneurship Research Conference, Boston, MA, June, 2005.

Eesley, D. T.* & Marion, D. Outsourcing and New Ventures: A Study of Outsourcing, Learning and Performance. Proceedings, Midwest Decision Science Institute, Cleveland, OH., pp. 8-10, 2004.

Eesley, D.T.*, Miner, A.S., Baker, T. Organizational Imprinting and Improvisational Action in Technology-Based Start-Ups. Paper presented at the conference of the Academy of Management, Washington, D.C., August, 2001.

Baker, T, Miner, A.S., Eesley*, D.T. Fake It Until You Make It: Improvisation And New Ventures. Paper presented at the Babson Conference, Jonkoping, Sweden, June, 2001.

* Presenter

AWARDS AND GRANTS

URAF Grant, $5,000 summer research, competitively awarded for Summer, 2005.

Business College Summer Research Grant, $10,000, 2004.

URAF Grant, $10,000 summer research, competitively awarded for Summer, 2003.

Management Doctoral Fellowship, UW-Madison, School of Business, (4 years).

RECENT TEACHING EXPERIENCE

Introduction to Business (BUAD 1010 undergraduate course) University of Toledo, Online course using WebCT. Summer, 2008. 30 Students. Not evaluated.

Personal Finance (FINA 3060 undergraduate course) University of Toledo, Online course using WebCT. Summer, 2008. 60 Students. Not evaluated.

Senior Business Policy Forum (BUAD 4020 undergraduate course) University of Toledo, Spring 2008.. 40 Students. Instructor evaluation score: 4.75 (out of 5.0).

Entrepreneurial Finance (EFSB 3480 undergraduate course) University of Toledo, Spring, 2008. 25 Students. Instructor evaluation score: 4.5 (out of 5.0).

Family Business (EFSB 4010 undergraduate course) University of Toledo, Spring, 2008. 20 Students. Instructor evaluation score: 4.25 (out of 5.0).

PROFESSIONAL PRESENTATIONS

"Innovation & Entrepreneurship, a Career Development Workshop" Daylong presentation delivered to 40 executives in the Talent Mangagement executive education program at Mutual of Omaha.

"Finding Hidden Cash: Using the Cash Conversion Cycle to Improve Financial Management" Webinar delivered to a national audience of Accredited Business Consultants for the Small Business Development Center, State of Ohio. Summer, 2007.

"Increasing Financial Returns using Return on Asset Investment Analysis" Webinar delivered to a national audience of Accredited Business Consultants for the Small Business Development Center, State of Ohio. Spring, 2007.

"Succession Planning and Family Business" Webinar delivered to a national audience of Accredited Business Consultants for the Small Business Development Center, State of Ohio. Summer, 2006

Two guest lectures on Entrepreneurial Finance given to Ioan Marinescu's Manufacturing Entrepreneurship class at the College of Engineering, University of Toledo, Spring, 2005.

PROFESSIONAL ASSOCIATIONS

Reviewer for:

Academy of Management Journal
Academy of Management Review
Babson-Kauffman Conference on Entrepreneurship
Organizational Studies

PROFESSIONAL EXPERIENCE

2008 to Present	Assistant Professor in Entrepreneurship & Strategy, Director of Innovation & Entrepreneurship Center, University of Nebraska, Omaha
2002 to 2008	Assistant Professor in Entrepreneurship & Strategy, University of Toledo

1995 to 1998	Management Institute, University of Wisconsin. Major work: Performed statistical analysis and report writing.
1992 – 1995	U.S. Bureau of Labor Statistic. Economist.
1987 – 1988	*Chinese Academy of Science*. English teacher in Chang Chung, Peoples Republic of China for an academic year.
1987	Raytheon Internship in Financial Management.

REFFERENCES

Upon request.