

APPENDIX D
SAES-422
Format for Multistate Research Activity
Accomplishments Report

Note: This report is submitted each year of an activity's duration and is due 60 calendar days following the annual meeting. The SAES-422 is submitted electronically by AAs into NIMSS. Annual Reports for MRF projects are available to CRIS and CSREES through NIMSS.

Project/Activity Number: NC-1030

Project/Activity Title: Family Firms and Policy in Times of Disruption

Period Covered: October 1, 2013 to September 30, 2014

Date of This Report: December 10, 2014

Annual Meeting Date(s): October 13-15, 2014

Participants *Technical Committee Members*

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Non-Technical Committee Members

Sandra Sydnor (ssyndorb@purdue.edu) Purdue University

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Brief summary of minutes of annual meeting: Provide information with a focus on the decisions made (Max characters = 12,000. Single line breaks are not preserved, use double line breaks instead or use a <p> tag to separate paragraphs.). As an alternative, list the URL for your meeting minutes.

The NC 1030 Annual Meeting was held at Purdue University in West Lafayette, Indiana on October 13-15, 2014. Bo Beaulieu, our keynote guest speaker, provided an overview of Purdue University's Community Development Program. He also presented information and insight on potential research areas and funding priorities for USDA-NIFA. Bo also discussed the National Establishment Time Series (NETS) Data and presented a list of other possible sources for business resiliency funding.

The team then discussed the need to identify a new Administrative Advisor for NC 1030. Discussion of characteristics desired in a program administrator in light of the team's transition between projects, and need for someone who would be a strong advocate for the group. Our current advisor, Chris Hamilton, has agreed to serve until we find a new advisor. Further discussion took place of who would qualify and be a good candidate for this position. The NC 1030 team will continue discussion on the advisor position with a sub-group appointed to explore further and make recommendations and contacts. Following this discussion, the technical representatives gave state level reports. Full details of state reports were also submitted to the new NC1030 coordinator, Linda Niehm, in written form.

A presentation was given by Maria Marshall and Holly Schrank regarding NSF disaster data from their current grant funding. A flash drive was provided to each participant with the survey, codebook, and data collected during Wave 1 and Wave 2 of the study. Declarations already made concerning the use of this data are included on the provided USB drives. Some projects are too far along to include additional collaborators, but other projects are in introductory stages and could accommodate additional contributors. Researchers should touch base with H. Schrank or M. Marshall to check on the status and express potential research interests.

A moderated brainstorming session was led by M. Wilcock of Purdue University CED to generate ideas for the forthcoming project renewal proposal and the focus of NC 1030's next stage of research. The historic focus of the group has been on Family Firm Theory and, more recently, on family firm theory and disruption. A suggestion was made that, moving forward, we could consider work at the intersection of family firm theory and disruption and policy-- however, the work of this group has not historically included a focus on policy. Alternatively, it was suggested that we may focus on different types of disruptions (shocks). Increased policy and funding agency interest in issues of firm resilience was noted. A suggestion was made to consider extending the scope of the project to further emphasize interactions between the family firm and the community.

Recruitment of new research team members was discussed. We need to consider our own availability of human capital (time, type of expertise), funding availability, and who is willing to take on leadership within the group in deciding who we can (and want to) attract. It was generally agreed that approximately 15 active members would be ideal. It was recognized that

the group does not have the authority to set a maximum membership. Team members will work on identifying several new potential team members in the coming year and invite them to the next annual meeting.

Various approaches for future NC 1030 data collection were discussed. Primary among these options were: 1.) Funding one main stream of research. This approach offers a central topic of focus through which group members' research streams can be linked, and 2.) Multiple grant writing teams working on complimentary topics. This approach would allow individuals to select into the project most aligned with their individual research interests. This may encourage more active participation from some group members and provide some risk mitigation in case one of the grants did not be funded; both teams could contribute questions to the funded project. It was suggested that time at meetings dedicated to working on collaborative activities would be beneficial. Additional ideas for future research were also discussed.

A review of objectives versus work completed for the current project took place. The current project objectives are: 1.) To determine the factors that contribute to sustainability of small businesses, 2.) to assess the effects of management of changes, risk, and uncertainty by families and firms on family business sustainability, and 3.) to investigate the factors that contribute to sustainability of small businesses after disruption. We have had much productivity on Objectives 1, 2. Data required to evaluate objective 3 has only recently been collected and cleaned, and as such few outputs have been generated to date in this area. As the current data has only just been collected, there remains much work to be done to complete the current project. M. Marshall and H. Schrank proposed that we submit a request a one year project extension. If granted, we would need to plan a new project start for 2017 rather than 2016. It was decided that L. Niehm would contact Chris Hamilton to get some initial feedback concerning this request. If a request for an extension is granted, there would not be a need for a spring 2015 writing meeting. If the request is not approved, the designated writing committee for the new proposal would meet sometime in the spring of 2015. K. Stafford further recommended using some of existing project funds to do another round of follow up data collection on family firms from the first disaster study.

Y. Lee will compile list of 2014 publications and update the list of all publications from the group. This will be circulated and everyone asked to review for accuracy. K. Stafford noted that the state reports submitted to the NC 1030 chair are quite different in content than those which must be submitted as CRSP. Members of the governance committee should review the report format requirements to ensure that these reports easily feed into the annual report that the NC 1030 chair needs to submit on behalf of the group.

As noted, we will need to develop a proposal to renew this project for the next 5 years; the new project would begin in fall 2016. A draft of this proposal is due in fall 2015. Writing will be done by the following proposal writing group volunteers: L. Niehm, Y. Lee, M. Marshall, S. Sydnor, and C. Valdivia. The proposal content requirements are akin to a grant proposal. A template of the proposal content is available from Chris Hamilton and/or NMSS website; contents include but are not limited to: Issues and justification, goals and objectives, literature

review, organization and governance, outreach plan. The writing group will develop a tentative title for the next project which will be circulated during next year's meeting. Also, if our current report is not extended, a project termination report will be due within six months of the end date of this project.

L. Niehm compiled and circulated a list of funding sources (both grant and foundation) which could be applied to support research of interest to NC 1030. Multistate Rural Development Research or Extension Projects are due in January 15, 2015. A decision was made to apply for this grant to fund the additional round of data collection. A writing team will develop and submit a proposal to this group, comprised of: G. Muske, M. Fitzgerald, L. Niehm. The group was reminded that all of the originally collected family-owned business data, project questionnaires, codebooks, related papers and other resources are posted on: <http://www.montana.edu/extensionecon/projectonfamilybusiness.html>

On the final day of the annual meeting, the NC 1030 group had extended discussion on potential conferences and publication outlets for dissemination of our work. A list was created of who would submit to various conferences and team members were assigned to make contacts with journal editors concerning special issues on family business.

The business meeting rounded out the annual meeting schedule. The items discussed and voted on by NC 1030 included the following approvals: confirmed the updated version of the NC 1030 Policy Handbook; that NC 1030 funds of \$13293.51 may be used for another round of data collection to follow up the 2007 wave; that Linda Niehm will check with Chris Hamilton regarding the possibility of a project extension and the formal application process; that L. Niehm, S Sydnor, M. Marshall, and Y. Lee would serve as the NC 1030 project writing team and that this team is given a mandate to move forward with drafting this document if needed; that the writing team of L. Niehm, G. Muske, M. Fitzgerald would develop a submission to the Multistate Rural Development Research or Extension Project grant competition on behalf of NC 1030; that the next annual meeting in Fall 2016 will be hosted by Y. Lee and held in Utah; and K. Boys was elected to serve as the secretary for NC 1030 for the 2014-2016 term.

Accomplishments:

Accomplishments for 2015 included a broad range of activities and outputs related to the three key objectives stated in the original NC 1030 project proposal: 1.) To determine the factors that contribute to sustainability of small businesses, 2.) to assess the effects of management of changes, risk, and uncertainty by families and firms on family business sustainability, and 3.) to investigate the factors that contribute to sustainability of small businesses after disruption. Some examples of such outputs, activities, and linkages with key stakeholders are shown in the following examples:

- From Minnesota, an NC1030 team member reports that for the first time in a family business handbook, a chapter on the future of the family business discipline was included from the family scientist's lens.
- North Dakota research on co-preneurs by NC1030 team members has been recognized and picked up by the press. National and international press interviews include: CNN, NPR "All Things Considered", NY Times, NY Daily, BBC and Wall Street Journal.
- Montana contributions for 2014 included a research effort utilizing the Survey of Consumer Finances will assess the business success of military veterans was completed. A second study examining the success or failure of home visitation programs has been completed. This study found that collaborative home visitation programs, where several agencies and private foundations are actively involved are significantly more successful in enabling their clients to make progress than other home visitation programs using only the resources of the local health department.
- Missouri research included an interdisciplinary survey of 459 Latino families was identified factors that differentiate Latino entrepreneurs from non-entrepreneurs, in three rural communities of Missouri. From these surveys, 33 businesses were identified. Entrepreneurs utilized both Anglo and Latino acculturation strategies, while non-entrepreneurs were strong in Latino (Spanish dominant networks) acculturation. The findings were shared with organizations interested in the contributions of Latinos to rural economies. A manuscript was submitted for review to a journal, and is in revising to resubmit status.
- Indiana research funded by NSF and AFRI used comprehensive data on business owners and their families to assess the extent to which family considerations and owner patterns of adjustment to change impact business recovery or non-recovery. This research examined disaster aid practices and policy and the role of community in business owner decisions post-disaster. Wave 1 has been completed and publications are being written. Wave 2 data has been collected. Wave 3 questionnaire is being prepared for data collections scheduled in January 2015.
- Iowa research In Iowa, data collection was completed in September 2013 for a North Central Regional Center for Rural Development (NCRCRD) grant titled "Rural social media champions: Development of models of diffusion and best business practices". The study focuses on social media as an effective business strategy in small rural communities. A research publication and educational modules are presently under development. One paper was published regarding brain drain issues in rural communities that impact college seniors' choice of living location after graduation. An accepted article is in press based on this study.
- Utah NC 1030 research examined the effect of ethnicity on succession planning in small family firms. About 25 percent of the minority entrepreneurs had planned to transfer their firms to their children or pass their firms to other family members. The study also investigated factors associated with business success and life satisfaction among the Korean and Mexican immigrant entrepreneurs.

Plans for the coming year for NC 1030 include enhanced presence and representation at appropriate conferences and professional venues related to family business. Building on the current disaster data and previously collected family business panel data, submissions will be sought for special issues on family business with designated academic journals. The NC 1030 group would aim to play a leadership role in the special issue through research submissions and possibly editorial assistance. Grant funding will also be sought to support additional data collection building on the 2007 round of panel data. This will start with a small grant application to NCRCRD and other larger scale grants will also be explored and grant writing teams designated. A major focus for 2015 will be writing a draft for the project renewal and adding several new grant team members to replace team members who are retiring or who have moved to other positions.

Short-term Outcomes:

Multiple outcomes were realized by NC 1030 team members as reflected in state level reports. Representative examples of short-term outcomes by team members include the following:

- Based on the book chapter authored by NC 1030 member Sharon Danes of Minnesota, more family business and entrepreneurship journals and books will recognize the importance of the family system, of social capital among family members, and of investigating processes instead of solely structure, roles, and rules.
- Survey results from Missouri provided a stepping-stone to ongoing conversations with rural communities to better understand how Latinos become integrated into their new community. With the growth of Latino business owners in the United States, it is important to identify what challenges they face in their entrepreneurial efforts. Plans are to further examine what enables Latinos to become business owners and how factors like the context in which they work and their assets lead to acculturation strategies that have a positive effect on entrepreneurship. A second survey implemented in 2013, sought to better understand the characteristics of long-term resident and newcomer entrepreneurs, in rural communities, capturing also their impressions of the changing communities where they live. The sustainable livelihoods framework informs on the role of assets in the business. Conclusions from the study are shared with community leaders, in city council and the chambers of commerce to learn about what are the needs of the residents and if these are being met. This could allow for the community to create an atmosphere more conducive to entrepreneurial projects for both Latinos and long-term residents. The presentations at Cambio de Colores and at community forums in Missouri have created awareness and interest by receiving community organizations, that are currently developing a network of interested stakeholders to work on strategies to reach Latinos. Similar interest has come from the American Immigration Council documenting entrepreneurship of Latinos in the Heartland.

- Research conducted in Hawaii examined small and micro businesses in metropolitan Honolulu (21,748 according to the U.S. Census Bureau), Kahului-Wailuku (4,450) and Hilo (4,197) and Kapaa (1,919) to assess the nature and value of their CSR activities. A resulting research article augments numerous online sites that provide information and opportunities to subscribe to paid services but stop short of providing a guide that raises awareness of how CSR activities can improve business sustainability by positively influencing the business environment in their communities.
- In Iowa, the “Rural social media champions: Development of models of diffusion and best business practices” is currently under development for delivery to Extension outlets including powerofbusiness.net. and Entrepreneurs and their Communities (ETC). The “Iowa Retail Initiative”, a 2.5 year interdisciplinary Extension funded project continued during the reporting period. The project is a collaboration between the College of Human Sciences, College of Design, and ISU Extension. It provides comprehensive business assistance to small community retailers in Iowa through a unified team of experts from retailing, entrepreneurship, design, finance, and community planning and development. Data analysis continues for the Rural Renaissance Community Index (RRCI) Project which is focused on identifying factors that attract and retaining residents in small rural Iowa communities. The Rural Entrepreneurship Teaching Unit (RETU) developed from our USDA Community Resiliency Grant was used during the reporting period for another round of undergraduate entrepreneurship courses and included 14 business outreach projects in small rural communities in Iowa.
- Montana based research on veterans research is being utilized by the Office of Advocacy of the Small Business Administration in their policy discussion on veteran programs. The results of a second Montana home visitation study were instrumental in the local community being selected to apply for a Federal grant, which was awarded in September (\$5 million over five years). This project is expected to especially important for Native American children.
- North Dakota NC 1030 researchers focused on the effects of duration and community satisfaction on participating in community-oriented social responsibility and found support that gender moderates the relationship between community duration and satisfaction and measures of community-oriented social responsibility. Small family businesses have generally been shown to exhibit significant concern for social responsibility, especially at the community level. Guided by enlightened self-interest and social capital theories
- Indiana disaster and business recovery research should inform policy makers and business owners regarding business recovery and demise. It should inform what we know about how disaster payments impact disaster recovery. Researchers will also be able to use a comprehensive and cohesive framework for business recovery.
- Utah research revealed that goal achievement was a significant predictor of business success for both Korean and Mexican immigrant entrepreneurs. The researcher also

explored to what extent minority-owned family firms adopted adjustment strategies and examined how the use of adjustment strategies influenced business success. When comparing the use of adjustment strategy among African-American, Mexican-American, Korean-American, and White-American entrepreneurs, Mexicans-Americans were most likely to use adjustment strategies as compared to the other three groups. Differences also existed in the use of adjustment strategies between women- and men-owned small family firms in this study.

Outputs: Please see the Publications List for research manuscripts published in 2014. Other forms of outputs by the NC 1030 family business research group are shown below.

Bassafar, A., Niehm, L.S., & Bosselman, R. (2014). Female Family and Consumer Science student interest and perception towards entrepreneurial potential of in Saudi Arabia. *Research Presentation for the U.S. Association of Small Business and Entrepreneurship (USASBE) 2014 Conference*. Fort Worth, TX, January 9-12, 2014.

Bassafar, A., Niehm, L.S., & Bosselman, R. (2014). Saudi Arabian Women in Entrepreneurship: Challenges, Opportunity, and Potential. Research Presentation for the *Canadian Council for Small Business & Entrepreneurship Conference*, Nova Scotia, CN, May 22-24, 2014.

Fitzgerald, M.A., Muske, G., Haynes, G.W., & Lee, Y. (2014). Family-owned businesses: The family as a producer and consumer. Invited Session, American Council on Consumer Interests Annual Conference, April, 2014, Milwaukee, WI. Individual paper presented within the session: Fitzgerald, M.A., & Muske, G., A longitudinal study of co-preneurial couples: Factors contributing to continuance over a decade.

Hancock, C., Jenkins, J. Kahl, D. & Muske, G. (2014). *eTailing: Taking Charge of Your Online Presence*, University of Nebraska-Lincoln Extension, Found at: <http://go.unl.edu/etailing>.

Hancock, C. & Muske, G. (June, 2014). eTailing: An Online Educational Program to Develop Online Retail Sales. *2014 NACDEP Annual Conference*, Grand Rapids, MI.

Hurst, J.L., & Niehm, L.S. (2014). Bridging the gap between retail education and entrepreneurship: The Iowa Retail Initiative. Oral presentation at the annual meeting of the American Collegiate Retailing Association, Dallas, TX, March 26-29, 2014.

Hurst, J., Son, J., Niehm, L.S., Fiore, A. M., & Sadachar, A. (2013). The impact of entrepreneurial management on business success of small retail firms. *International Textiles and Apparel Association (ITAA) Conference*. New Orleans, LA. October 15-18, 2013.

Josephson, A. and M.I. Marshall. (2014). The Effectiveness of Post-Katrina Disaster Aid: The Influence of SBA Loans on Small Businesses in Mississippi. In Randy R. Rapp & William Harland (Eds.), *The Proceedings of the 10th International Conference of the International Institute for Infrastructure Resilience and Reconstruction (I3R2) 20-22 May 2014*. (141-145). West Lafayette, Indiana: Purdue University.

Josephson, A. and M.I. Marshall. (2014). "The Effectiveness of Post-Katrina Disaster Aid: SBA

Loans and Small Businesses in Mississippi.” Selected paper presented at the Agricultural and Applied Economics Association Conference, Minneapolis, MN, July, 2014.

Kaul, B.H. (2014). Advised by Margaret Fitzgerald. M.S. Thesis: Goal Congruity Within Copreneurial Partners: An Exploration of Family Business Continuance, North Dakota State University, April 4, 2014.

Kock, B., Atteberry, R., & Muske, G. (March, 2014). Ready Business: Using multiple technologies to help businesses prepare for and recover from disasters. *2014 eXtension Annual Conference*, Sacramento, CA.

Lee, Y., Haynes, G., & Zachary, R. (2014). Korean and Mexican immigrant entrepreneurs: Predictors of business success and satisfaction. *Proceedings of the American Council on Consumer Interests Annual Conference*, 60. <http://www.consumerinterests.org/public/articles>

Marshall, M.I. and W.O. Peake. (2014). “Women’s Management Strategies and Growth in Rural Female-Owned Family Business.” Selected paper as part of the session *Micro Foundations of the Glass Ceiling: Gender and Finance in Rural Settings* at the AAEA-ASSA Conference, Philadelphia, PA, January, 2014.

Marshall, M.I. (2014). Advised Tia McDonald, Graduated August 2014: Dissertation: *Success and Resilience: Three Essays Analyzing Small Business Behavior Using Multivariate Estimation Techniques*.

McDonald, T., M.I. Marshall, and R. Florax. (2014). “Small Business Disaster Resilience: The Importance of Informal Insurance.” Selected paper presented at the Agricultural and Applied Economics Association Conference, Minneapolis, MN, July, 2014.

Muske, G., Peabody, M., & Hancock, C. (March, 2014). Evolving and Maturing: A Community’s Journey over Time. *2014 eXtension Annual Conference*, Sacramento, CA.

Muske, G. (2014). 35 news releases have been published offering tips to small-business owners. Four of those have directly discussed family business and/or copreneurs using material from our project.

Muske, G. (2014). Approximately 70 blog posts posted offering tips to small business owners with 5-6 specifically discussing project issues including family business, copreneurs, and the linkages between small businesses and communities.

Niehm, L.S., Hurst, J.L., Fiore, A.M., Son, J., & Sadachar, A. (2014). Where the rubber meets the road: Small business operators’ innovative marketing strategies and their relationship to financial success. *Research Presentation for the U.S. Association of Small Business and Entrepreneurship (USASBE) 2014 Conference*. Fort Worth, TX, January 9-12, 2014.

Niehm, L.S., Frazier, B., & Stoel, L. (2014). Rural social media champions: Development of models of diffusion and best business practices. Webinar presented for the *North Central Regional Center for Rural Development*, Michigan State University, East Lansing, MI. The webinar can be found at <http://ncrcrd.msu.edu/>.

Peake, W., Cooper, D., Fitzgerald, M. A., & Muske, G. (August, 2014). Family business

participation in community social responsibility: The moderating effect of gender. Academy of Management annual conference, Philadelphia, Pennsylvania.

Wang, X. & Niehm, L.S. (2014). The embedment of social media in small retailer supply network management. *International Textiles and Apparel Association (ITAA) Conference*. New Orleans, LA. October 15-18, 2013.

Activities: Organized and specific functions or duties carried out by individuals or teams using scientific methods to reveal new knowledge and develop new understanding.

Because of the diversity of the NC 1030 group and the breadth of the family business discipline, the activities conducted during the past year are varied in nature. Examples of activities can be readily seen in the Outputs list shown above and in the Publications List at the end of this report. Please also refer to state level reports for specifics on reported activities. Much of the research conducted during 2014 utilized panel data collected through the NC1030 2007 data set (all NC 1030 member institution technical representatives), the recent disaster data set (Marshall and Schrank), or from other relevant data at the researcher's home institution.

Milestones: Key intermediate targets necessary for achieving and/or delivering the outputs of a project, within an agreed timeframe.

The NC 1030 research group continues to publish and disseminate family business related research from panel data collected over time (2007 most recent wave) and from more recent disaster and recovery data concerning small businesses. The research from NC 1030 has been published nationally and internationally in scholarly journals, presented at top academic conferences, and shared our findings with relevant groups and stakeholders. These outputs have been demonstrated over time and in the present report, showing that key targets and milestones have been attained in alignment with our stated project objectives, particularly objectives 1 and 2. However, more work remains to be done to meet targets for objective 3 related to small business and disaster recovery. We aim, however, to even further enhance these research and dissemination efforts and plans as such have been outlined in this report. Plans are in place for: adding research team members to total approximately 15, expand the scope of conferences at which NC 1030 members present their work, engage with one or more major academic journals to develop a special issues focused on family business, and write grants to collect a new wave of data concerning sustainability strategies and practices for family businesses during recessionary periods. Finally, we are formulating a new set objectives and new targets in planning for the development of a new proposal for the project renewal in 2016.

Impacts:

Our impacts have been noted through a diverse array of research (papers and presentations), teaching modules and materials, and outreach/Extension materials and programming. The following are key examples of impacts during 2014 relevant to each of our three project objectives:

1.) To determine the factors that contribute to sustainability of small businesses;

- Our research has provided both theoretical and practical knowledge concerning small business sustainability and competitive options. Our work includes innovative approaches such as entrepreneurial marketing strategies and novel approaches for integrating social media to enhance small business competitiveness.
- The NC 1030 research not only addresses practices and strategies of small family owned businesses, but also examines context and social factors. For example, our work has specifically illustrated how community social responsibility (CSR) activities can improve business sustainability by positively influencing the business environment in their communities.
- Because of NC 1030 research published in both academic journals and books, family business will receive greater recognition and visibility among business and family researchers. Published research will aid in recognizing the importance of the family system, of social capital among family members, and of investigating processes instead of solely structure, roles, and rules.

2.) To assess the effects of management of changes, risk, and uncertainty by families and firms on family business sustainability;

- With the growth of Latino business owners in the United States, it is important to identify what challenges they face in their entrepreneurial efforts. We will further examine what enables Latinos to become business owners and how factors like the context in which they work and their assets lead to acculturation strategies that have a positive effect on entrepreneurship.
- Findings of our research have also informed the development of teaching and outreach modules and materials. Student engagement projects have introduced university learners to rural entrepreneurship opportunities. Our work has addressed the need for rural communities to stimulate local entrepreneurship and attract and retain younger residents.
- Recent work has examined impacts of the “Great 2007-2008 Recession” for veteran and non-veteran households. We will further examine a broader spectrum of family businesses to better understand the practices and strategies that have led to survival and sustainability during recessionary times.

- 3.) To investigate the factors that contribute to sustainability of small businesses after disruption.
- Our research examines disaster aid practices and policy and the role of community in business owner decisions post-disaster using a theoretical systems framework.
 - We have examined and continue to examine the interaction and relative importance of factors such as business and owner characteristics, challenges faced by families and businesses, family resiliency and adjustment strategies, owner risk-taking, spatial characteristics of the disaster, and infrastructure changes created by a disaster on the post-event recovery or demise of small and medium sized businesses.

Grants, contracts, and/or other resources obtained by one or more project members as a result of the project's activities.

Haynes, G.W. (2014). Launch Project, SAMSHA.

Haynes, G.W. (2014 - continuing). Changes in income and wealth by veteran small business owners, Small Business Administration (Office of Advocacy).

M.I. Marshall. (2014). AFRI-Small and Medium Sized Farms: *Integrating Family and Business Objectives for Stronger Family Farm Sustainability*

Son, J., Niehm, L.S., Russell, D., & Lee, J. (2013-2014). "Enhancing Rural Business Sustainability through Social Media: Needs Assessment and Development of a Business Assistance Workshop". Helen LeBaron Hilton Research Grant, College of Human Sciences, Iowa State University. Project funding period: January-December 2014, \$1,000. Co-principal Investigator.

Niehm, L.S., Bates, L., Hurst, J., Nepl, T., Erickson, M.S. & Prescott, R (2013-2016). "Iowa Retail Initiative: Bridging the Gap for Rural Businesses and Communities". Funded Project from Vice President of Extension and Outreach, Iowa State University. Project funding period: Spring 2013 through Fall 2016, \$250,000. Co-principal Investigator.

Publications: For SAES-422 reports list the publications for **current** year only

Also please refer to the NC 1030 Cumulative Bibliography document. The list that follows represents only published manuscripts. Other forms of productivity are shown above in the Outputs section.

Danes, S.M. (2014). The future of family business research through the family scientist's lens (Chapter 31; ppgs. 611-619). In *Handbook of Family Business*, Melin, L., Nordqvist, M., & Sharma, P. (Eds.), Sage: NY, NY.

Fiore, A.M., Niehm, L.S., Hurst, J., Son, J., Sadachar, A., & Russell, D., Swenson, D., & Seeger, C. (2014). Will they stay or will they go: Community features important in migration decisions of university graduating seniors. *Economic Development Quarterly*. In Press.

Fiore, A.M., Niehm, L.S., Hurst, J., Son, J., Sadachar, A. (2013). Entrepreneurial marketing: Scale validation with small, independently-owned businesses. *Journal of Marketing Development and Competitiveness*, 7(4), 63-86.

Gao, J., C. Barbieri, and C. Valdivia. Agricultural landscape preferences: Implications for agritourism development. 2013. *Journal of Travel Research*. DOI: 10.1177/0047287513496471

Josephson, A. and M.I. Marshall. 2014. "Goals of Small Rural Midwestern Family Businesses". *Purdue Agricultural Economics Report*. March Issue. Department of Agricultural Economics.

Marshall, M.I. and A. Flaig. 2014. "Marriage, Children and Self-Employment: An Analysis of Self-Employed Women in the US." *Journal of Family and Economic Issues*, 35(3): 313-322. DOI: 10.1007/s10834-013-9373-0.

Marshall, M.I. and H. Schrank. 2014 (advance online publication) "Small Business Disaster Recovery-A Research Framework." *Natural Hazards*. DOI: 10.1007/s11069-013-1025-z.

Masuo, D. and J. Tamayose. (August 2014). *Corporate Social Responsibility of Family Businesses in Hawai'i*. College of Tropical Agriculture and Human Resources, University of Hawai'i at Manoa. Entrepreneur's Toolbox, ET-14, <http://www.ctahr.hawaii.edu/oc/freepubs/pdf/ET-14.pdf>

Remble, A.A., M.I. Marshall, and R. M. Keeney. 2014 "Household Saving Behavior and the Influence of Family-Owned Businesses." *Journal of Family and Economic Issues*, 35(3): 411-422. DOI 10.1007/s10834-013-9372-1

Valdivia, C. and C. Barbieri. 2014. Experiential Agritourism: A Sustainable Strategy for Adapting to Climate Change in the Andean Altiplano. *Tourism Management Perspectives*. 11: 18-25.

Valdivia, C., J. Gilles, and C. Turin. 2013. Andean Pastoral Women in a Changing World: Challenges and Opportunities. *Rangelands*. 35(6): 75-81.