MEDIA FACT SHEET / NACCE 2026

Financial Bankruptcy Is an Event. Organizational Failure Is a Process.

Dr. Greg Watson | Professor of Business & Entrepreneurship, Pima Community College | Tucson, Arizona

EVENT	2026 Annual Conference, National Association for Community College Entrepreneurship (NACCE)
SESSION	Why Entrepreneurs Fail Before Their Business Does
WHEN	Monday, November 2, 2026 | 10:15–11:15 a.m. (conference-app schedule)
WHERE	Boston Park Plaza, Boston, Massachusetts | Session location: Ave 34 The Loft
FORMAT	Educational workshop and interactive small-group organizational-capacity case assessment

News angle

At NACCE 2026, Watson challenged entrepreneurship educators to look beyond promising business plans and founder resilience to the organizational systems necessary for execution. His developing Capacity Framework focuses on identifying operational, structural, and resource gaps before they emerge as financial crises.

Framework at a glance

Capacity Framework: enterprise-level approach to identifying and developing organizational capacity. Capacity Development Literacy: the ability to recognize, assess, address, and reassess organizational gaps. Capacity Gap Assessment: applied diagnostic exercise for students, founders, and advisors.

Workshop illustration

Attendees assessed a growing artisan bakery: strong demand but a founder working 75 hours a week, unreliable inventory records, shifting production schedules, and inconsistent deliveries. Participants proposed delegation, employee development, better forecasting, capacity thresholds, and more reliable systems. Watson described assessment testing underway at seven colleges; no outcome-validation claim is made.

Approved quotations (from recorded November 2 presentation)

"Financial bankruptcy is an event, but organizational failure is a process."

— Dr. Greg Watson, NACCE 2026 workshop opening thesis; lightly edited to remove conversational filler.

"A capable entrepreneur does not automatically build a capable organization."

— Dr. Greg Watson, NACCE 2026 workshop, discussing founder versus organizational capacity.

"We do a great job of problem recognition and opportunity recognition. Those are all external. But do we do a really good job of thinking about internal opportunity recognition, internal problem recognition?"

— Dr. Greg Watson, NACCE 2026 workshop, challenging entrepreneurship curriculum design.

Speaker and source links

Dr. Greg Watson is a Pima Community College professor and serial entrepreneur who has founded 14 businesses. His interests include entrepreneurship education, new venture development, and organizational capacity.

Workshop video: youtube.com/watch?v=AcJln1BMw7Y | Conference: NACCE 2026 event page
Published article: professorwatson.com/nacce-2026-entrepreneurship-capacity-framework/ (suggested permalink; confirm after publication)
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