

Andrew E. F. FultzCollege of Business Administration
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EDUCATION

Ph.D, Organization Management **2020***Rutgers Business School, Newark & New Brunswick, NJ*

DISSERTATION CHAIR: TED BAKER

Committee Members: Sophie Bacq, Jerry Kim, Erin Powell, Danielle Warren

MBA, Business Administration **2011***Appalachian State University, Boone, NC*

Concentration: General Management

Honors: Beta Gamma Sigma, Phi Kappa Phi, Outstanding Graduate Student

BA, History **2009***Thomas Edison State University, Trenton, NJ*

Major: History

Honors: The Arnold P. Fletcher Award

RESEARCH

Research Interests: I study entrepreneurship and resourceful behaviors in the context of small, resource-constrained, stigmatized, and otherwise disadvantaged organizations. I am interested in understanding how and why these organizations emerge, achieve sustainable operations, and increase their effectiveness and impact. I have a particular interest in various forms of prosocial organizing. To this end, my dissertation explored mutual influence between small prosocial ventures and broader social movements in order to jointly contextualize processes of entrepreneurship and social activism. Several related projects explore in greater depth processes of prosocial venture emergence, as well as entrepreneurship in contexts of disadvantage. Extending my interest in resourcefulness, I am also conducting (with Keith Hmieleski) two studies that link bricolage and improvisation to the growth of organizational capabilities and performance in young ventures.

Journal Publications

Fultz, A. E. F., & Hmieleski, K. M. (2021). "The Art of Discovering and Exploiting Unexpected Opportunities: The Roles of Organizational Improvisation and Serendipity in New Venture Performance." *Journal of Business Venturing*, Forthcoming.

Book Chapter

Baker, T., Powell, E. E., & Fultz, A. E. F. (2017). Whatdya' Know? Qualitative Methods in Entrepreneurship. In R. Mir & S. Jain (Eds.), *Routledge Companion to Qualitative Research in Organization Studies*. Abingdon, Oxon: Routledge.

Conference Presentations

Fultz, A. E. F., Powell, E. E., & Baker, T. "Activists or Administrators? How Social Movements Influence Entrepreneurs' Enactment of Social issues". Accepted for presentation at *2021 Babson College Entrepreneurship Research Conference*, Munich, Germany. In-person conference canceled due to COVID-19 pandemic.

Fultz, A. E. F., & Kim, J. W. "Vital Organizations: A Hazard Model of Prosocial Venture Emergence." Accepted for presentation at *2020 Babson College Entrepreneurship Research Conference*, Knoxville, TN. Conference canceled due to COVID-19 pandemic.

Fultz, A. E. F. (Presenter), Hmieleski, K. M., & Baker, T. "The Day of Small Beginnings: Entrepreneurial Bricolage as a Source of Dynamic Capabilities in Young Firms."

- Presented: *Strategic Management Society Conference*, Berlin, Germany, September 2016
- Presented: *Babson College Entrepreneurship Research Conference*, Norman, Oklahoma, June 2017
- Presented: *Academy of Management Conference*, Atlanta, Georgia, August 2017

Castille, C. M. (Presenter), Fultz, A. E. F., & Chen, C. "How Does Collaborative Cheating Emerge? A Case Study of the Volkswagen Emissions Scandal." Presented at the *Hawaii International Conference on System Sciences*, Waikoloa, Hawaii, January 2018.

Fultz, A. E. F. (Presenter). "Two Pieces of a Messy Puzzle: The Co-Evolution of Prosocial Venturing and Social Movements." Presented at the *Babson College Entrepreneurship Research Conference Doctoral Consortium*, Wellesley, MA, June 2019.

Dissertation (defended on 8/26/20)

Fultz, A. E. F. "Activists or Administrators? The Influence of Social Movements on Entrepreneurs' Enactment of Social Issues"

Dissertation summary: Social issues often trigger both local and diffuse prosocial organizing efforts, including local prosocial venturing and broader social movements. Yet, despite the frequent co-occurrence of these two forms of prosocial organizing—organizing aimed at benefiting others by relieving their hardship and/or promoting their welfare—and their potential similarities and synergies, their research streams have developed independently. Prior studies of prosocial venturing are often decontextualized, owing to an ongoing focus on individual and hyper-local explanations of prosocial venturing that neglect the broader environment, while social movement scholars often neglect studying small, grassroots organizations in favor of larger, more prominent social movement organizations. As a result, little is known about how social movements might influence local prosocial venturing. At the same time, social issues also trigger a variety of local responses, as prosocial entrepreneurs often vary widely in the ways they define social issues and the strategies they employ to address them—yet existing theory on prosocial venturing gives little insight into what drives these differential enactments of social issues. A small but growing number of studies at the intersection of prosocial venturing and social movements suggests linking these two research streams may hold the key to understanding systematic variation between prosocial ventures, yet these studies leave unanswered critical questions about the theoretical mechanisms through which movements may influence ventures. In this study,

I conduct a longitudinal inductive field study of the founders of 11 campus food pantries that operate in parallel with social movements around student hunger and basic needs on campus, in order to understand how and why social movements shape the way prosocial entrepreneurs enact social issues. My central finding and answer to this question is that variation in founders' identification with social movements shapes whether or not they enact a social issue as stigmatized, which in turn shapes their strategies for responding to the issue. These findings hold important implications for research on prosocial venturing and social movements, for the relationship between the two, and for research on organizational stigma, while also suggesting a number of promising directions for future research.

Papers in Development

Fultz, A. E. F., Hmieleski, K. M., & Baker, T. "The Day of Small Beginnings: Entrepreneurial Bricolage as a Source of Dynamic Capabilities in Young Firms." Preparing for submission to *Strategic Management Journal*.

Fultz, A. E. F., Powell, E. E., & Baker, T. "Activists or Administrators? The Influence of Social Movements on Entrepreneurs' Enactment of Social Issues." Data collection/analysis stage.

Powell, E. E., Fultz, A. E. F., & Baker, T. "Enacting Pandemic: Exploring How Entrepreneurs Contextualize and Respond to a Sudden Existential Threat." Data collection/analysis stage.

Fultz, A. E. F., & Kim, J. W. "Vital Organizations: A Hazard Model of Prosocial Venture Emergence." Data collection stage.

Fultz, A. E. F. "All Roads Lead to Rome: Equifinality in Individual Paths to Prosocial Venturing and Activism." Data collection stage.

Fultz, A. E. F. "Why are There So Many Kinds of (Prosocial) Organizations? Causes and Consequences of Variation in the Structure of Prosocial Ventures." Data collection stage.

Fultz, A. E. F. "Walking on (Choppy) Water: Portfolio Entrepreneurship, Multiple Field Spanning, and Venture Survival in the Face of Stigma." Design stage.

TEACHING

MGMT 3306 (Entrepreneurship), two sections

The University of Texas at El Paso

Undergraduate course focused on new venture creation.

Spring 2021

MGMT 3306 (Entrepreneurship), two sections

The University of Texas at El Paso

Undergraduate course focused on new venture creation.

Overall Course Ratings: 4.6 and 4.7

Fall 2020

MGV 33:382:303 (Entrepreneurship)**Fall 2019***Rutgers Business School*

Undergraduate course on managing growth ventures.

*Teaching Effectiveness: 4.5 (College Avg. 4.19/5.0)***Teacher Training****Spring 2019***Rutgers Business School*

Attended a semester-long teacher training seminar that covered common classroom skills, academic integrity, diversity in the classroom, and principles and concepts of teaching methods including case teaching, handling mega-classes, and portfolio preparation.

MGV 22:620:654 (Entrepreneurship)**Fall 2018***Rutgers Business School*

Co-taught MBA-level course on managing growth ventures.

ACADEMIC WORK EXPERIENCE

Research Assistant**2015 - 2020***Rutgers Business School*

Research Focus: Qualitative methods, social entrepreneurship, entrepreneurship and social activism, entrepreneurial resourcefulness.

ACADEMIC SERVICE

Student Business Plan Competition Judge**2020**

Judged and provided feedback for finalist undergraduate teams in a business plan competition hosted by the Mike Loya Center for Innovation and Commerce, at The University of Texas at El Paso.

PhD Student Representative for AACSB Re-Accreditation**2019**

Volunteered as a PhD student representative to interview with the AACSB re-accreditation team.

Interactive Paper Session Chair**2019**

Babson College Entrepreneurship Research Conference

Organizer/Coordinator**2018**

Rutgers Advanced Institute for the Study of Entrepreneurship & Economic Development (RAISED)

Organized and coordinated the monthly RAISED research seminars for the entrepreneurship department at Rutgers.

Ad Hoc Reviewer

Strategic Entrepreneurship Journal

2018

Interviewer for PhD Student Recruits

Met with potential PhD students to answer questions and provide information about the program at Rutgers Business School.

2017 - 2018

SERVICE TO THE COMMUNITY

Hunger Dialogue Group

Active participant, and leader, in a regional hunger dialogue group focused on addressing student hunger on US campuses.

2019

PROFESSIONAL DEVELOPMENT ACTIVITIES

Entrepreneurship Consortium

Babson College Entrepreneurship Research Conference

2019

Fuzzy-set Qualitative Comparative Analysis (fsQCA) Workshop

A 3-day intensive workshop on fsQCA with Charles Ragin & Peer Fiss

2018

Kauffman Doctoral Consortium

Smith Entrepreneurship Research Conference

2018

Entrepreneurship Consortium

ENT Division, Academy of Management

2018

PROFESSIONAL MEMBERSHIPS

Academy of Management

- Entrepreneurship
 - Organization Theory
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MANAGEMENT EXPERIENCE

Ronningen Design, Hendersonville, NC

Marketing & Development

Oversaw the sale of Ronningen Design's in-house email marketing system.

2014 - 2015

Ronningen Design, Hendersonville, NC

2011 - 2015

Project Manager

Facilitated brainstorming, designing, construction, and launch of \$15,000 - \$100,000 websites.

REFERENCES

Dr. Ted Baker

Professor and George F. Farris Chair in
Entrepreneurship
Rutgers Business School
Rutgers University
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Dr. Keith Hmieleski

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Dr. Danielle Warren

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