

Andrew E. F. Fultz

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EDUCATION

Ph.D, Organization Management **2020** (exp. October)

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 explores 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.

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., & 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 Coronavirus.

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 (proposal defended on 6/10/19)

Fultz, A. E. F. "Two Pieces of a Messy Puzzle: The Co-Evolution of Prosocial Venturing and Social Movements." Data collection and analysis stage.

Dissertation summary: Prosocial venturing and social movements are common joint responses to social problems. Yet these two forms of prosocial organizing are rarely examined together and their research streams have developed independently. Prior studies of prosocial venturing are often overly narrow or overly broad, overlooking meso-level contexts in favor of individual, hyper-local, or macro-institutional explanations of prosocial venturing. Social movement scholars, for their part, largely neglect the important role played by smaller, grassroots organizations in favor of examining interactions between social movements and larger, more prominent organizations. Both research streams thus overlook phenomena emphasized by the other, creating a unique opportunity to address limitations in both streams by examining prosocial venturing and social movements in tandem. In this study, I conduct a longitudinal field study of on-campus food pantries and the student hunger movement in order to theorize how and why prosocial ventures and social movements co-evolve and the ways this co-evolution shapes each over time. By examining prosocial ventures and social movements together, my study aims to contextualize both and to expand our understanding of the processes, potential, and limits of prosocial organizing more generally as a vehicle for addressing intractable social problems.

Papers in Development

Fultz, A. E. F., & Hmieleski, K. M. "The Art of Discovering and Exploiting Unexpected Opportunities: The Roles of Organizational Improvisation and Serendipity in New Venture Performance." **Under second round review at *Journal of Business Venturing*.**

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." Data collection stage (survey).

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

Fultz, A. E. F., Powell, E. E., & Baker, T. "Enacting pandemic: Exploring how entrepreneurs contextualize and respond to a sudden existential threat." 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

MGV 33:382:303 (Entrepreneurship) 2019

Rutgers Business School

Undergraduate course on managing growth ventures.

Teaching Effectiveness: 4.5 (College Avg. 4.19/5.0)

Teacher Training 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) 2018

Rutgers Business School

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

ACADEMIC WORK EXPERIENCE

Research Assistant 2015 - 2019

Rutgers Business School

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

ACADEMIC SERVICE

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 **2018**

Strategic Entrepreneurship Journal

Interviewer for PhD Student Recruits **2017 - 2018**

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

SERVICE TO THE COMMUNITY

Hunger Dialogue Group **2019**

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

PROFESSIONAL DEVELOPMENT ACTIVITIES

Entrepreneurship Consortium **2019**

Babson College Entrepreneurship Research Conference

Fuzzy-set Qualitative Comparative Analysis (fsQCA) Workshop **2018**

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

Kauffman Doctoral Consortium **2018**

Smith Entrepreneurship Research Conference

Entrepreneurship Consortium **2018**

ENT Division, Academy of Management

PROFESSIONAL MEMBERSHIPS

Academy of Management

- Entrepreneurship
- Organization Theory

United States Association for Small Business and Entrepreneurship (USASBE)

MANAGEMENT EXPERIENCE

Ronningen Design, Hendersonville, NC

2014 - 2015

Marketing & Development

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

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
Newark, NJ 07102
tbaker@business.rutgers.edu
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Dr. Keith Hmieleski

Professor of Entrepreneurship
Neeley School of Business
Texas Christian University
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Dr. Erin Powell

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