

## **Dr. Erick P.C. Chang**

Email: [echang@astate.edu](mailto:echang@astate.edu).

Phones: 870-972-3430

### ***EDUCATION***

Ph D, Mississippi State University, 2007.

Major: Management

Dissertation Title: Entrepreneurship and Economic Development and Growth in America: An Investigation at the County Level

MBA, Texas Christian University, 1997.

Major: Marketing and Finance

BA, Universidad Francisco Marroquin, 1992.

Major: Economics and Business Administration

Dissertation Title: Castillos de Ilusion: Estudio de factibilidad de un programa de TV (Castles of Illusion: A feasibility study of a TV show)

### **Professional Positions**

#### **Academic - Post-Secondary**

Associate Professor, Arkansas State University, College of Business. (2007 - Present).

Visiting Professor, Universidad Francisco Marroquin – Guatemala (Summer 2011-2014).

Teaching Assistant, Mississippi State University, Dept. of Management & Information Systems. (2003 - 2007).

#### **Professional**

- Owner, Sanit Pharma (July 2015 – present)
- Owner, REP Consultoria. (October 1999 - December 2006).
- Manager, Restaurant Chung King. (September 1987 - August 2003).
- Chief Planner and Financial Office, Ferrovias Guatemala. (April, 2000 - August, 2002).
- Senior Divisional Manager of Investment Banking, Capitales e Inversiones. (July, 1997 - February, 2000).

### ***RESEARCH***

#### **Refereed Journal Articles**

1. Chang, E.P.C. & Noguera, M., (2016). The governance mechanisms of family-controlled REITs: A dominant founder and the retirement consequences. *Journal of Family Business Management*, 6(2), 122-142.
2. Memili, E., Chang, E.P.C., Kellermanns, F.W. & Welsh, D. (2015). Role Conflicts of family members in family firms. *European Journal of Work and Organizational Psychology*, 1 (24), 143–151.
3. Noguera, M. & Chang, E.P.C. (2014). Socio Emotional Wealth Preservation in the REIT Industry: An Exploratory Study. *International Journal of Financial Studies*, 2, 220–239.
4. Memili, E., Misra, K., Chang, E.P.C. & Chrisman, J.J. (2013). The propensity to use incentive compensation for non-family managers in SME family firms. *Journal of Family Business Management*, 3 (1), 62–80.
5. Chang, E.P.C., Memili, E., Chrisman, J.J. & Welsh, D. (2012). What can drive successful entrepreneurial firms? An analysis of INC 500 companies. *Journal of Small Business Strategy*, 22 (2), 1–23.

6. Chang, E.P.C., Misra, K., & Memili, E. (2012). Expanding the Notion of Entrepreneurship Capital in American Counties: A Panel Data Analysis 2002-2007. *Journal of Developmental Entrepreneurship*, 17 (3), 1–18.
7. Memili, E., Chrisman, J. J., Chang, E.P.C., & Kellermanns, F. W. (2011). Der Einfluß von Marktorientierung und innerfamiliären Nachfolgeintentionen auf die Wettbewerbsposition von Kleinunternehmen [The influence of market orientation and intra-family succession intentions on the competitive positioning of small firms]. *Betriebswirtschaftliche Forschung und Praxis* (Special Family Firm Issue), 63, 606-627
8. Memili, E., Chrisman, J. J., Chua, J., Kellermanns, F. W., & Chang, E.P.C. (2011). The determinants of family firm subcontracting: A transaction cost perspective. *Journal of Family Business Strategy*, 2(1), 26-33.
9. Chang, E.P.C., Chrisman, J. J., & Kellermanns, F. W. (2011). The Relationship between Prior and Subsequent New Venture Creation in the United States: A County Level Analysis. *Journal of Business Venturing*, 26(2), 200-211. doi:10.1016/j.jbusvent.2009.05.001
10. Chang, E.P.C., Memili, E., Chrisman, J., Chua, J., & Kellermanns, F. W. (2009). Family Social Capital, Venture Preparedness, and Start-Up Decisions: A Study of Hispanic Entrepreneurs in New England. *Family Business Review*, 22(3), 279-292.
11. Chang, E.P.C., Chrisman, J. J., Chua, J. H., & Kellermanns, F. W. (2008). Regional Economy as a Determinant of the Prevalence of Family Firms in the United States: A Preliminary Report. *Entrepreneurship, Theory and Practice* 32 (3), 559-574.
12. Chrisman, J. J., Chua, J. H., Kellermanns, F. W., & Chang, E.P.C. (2007). Are Family Managers Agents or Stewards? An Exploratory Study in Privately Held Family Firms. *Journal of Business Research*, 60, 1030-1038.
13. Bergiel, E., & Chang, E.P.C. (2005). The Family Business Transition to Professional Management: An Agency Theory Perspective. *Business Research Yearbook: Global Business Perspectives*, 12, 387-91.
14. Chua, J. H., Chrisman, J. J., Chang, E.P.C. (2004). Are Family Firms Born or Made? An Exploratory Investigation. *Family Business Review*, 17(1), 37-54.

#### **Books and Book Chapters**

1. Odom, D., Chang, E.P.C., Chrisman, J.J., Sharma, P., & Steier, L. (forthcoming 2018). Family Business Research (2006-2013): Most Influential Theories & Articles. In Memili, E. and Drybell, C. (eds): Family Firms' Heterogeneity. Palgrave
2. Chrisman, J.J., Verbeke, A. & Chang, E.P.C. (2011). The risky prospects of entrepreneurial initiatives: Bias duality and bias reversal in established firms. In Kellermanns, F.W. and Mazzola, O. (eds): *Handbook of Strategy Process Research*. Cheltenham, UK; Edward Elgar, 304-325.
3. Chrisman, J.J., Chua, J.H., Kellermanns, F.W. & Chang, E.P.C. (2011) Are family managers agents or stewards? An exploratory study in privately held family firms. In Audretsch, D.B and Lehman, E.E. (eds.): *Corporate Governance in Small and Medium-Sized Firms*. Cheltenham, UK; Edward Elgar: Chapter 12 [Reprint of the 2007 article. Considered by the editors to be an important study for researching the corporate governance practices in small firms]
4. Chang, E.P.C. (2008). *Entrepreneurship, Economic Growth and Economic Development in American Counties: Determinants, Consequences, and implications*. Saarbruchen: VDM Verlag. ISBN 978-3-8364-7589-1.

5. Chang, E. P.C., Chrisman, J. J., Chua, J. H. & Kellermanns, F. W. 2008. Regional determinants of family business in the U.S. In Gupta, V., Levenburg, N., Moore, L., Motwani, J. & Schwarz, T., (Eds.) *Family Business Models Around the World Compendium*, 113-133, ICFAI University Press.
6. Chua, J.H, Chrisman, J.J., & Chang, E.P.C. (2009). Are family firms born or made? An Exploratory investigation. In Astrachan, J.H., Pieper, T.M., & Jaskiewicz, P. (Eds.) *Family Business*. Chapter 7. Edward Elgar [Reprint of the 2004 article. Considered by the editors to be one of the most influential articles published in the Family Business Literature]
7. Chang, E.P.C., Kellermanns, F.W. & Chrisman, J.J. (2007). From intentions to venture creation: Planned entrepreneurial behavior among Hispanics in the U.S. In Rice, M.P. and Habbershon, T.G. (Eds.) *Entrepreneurship: The engine of growth*: 119-146. Vol. 3 – Place. Westport, Connecticut: Praeger Perspectives

#### **Peer-Review Conference Proceedings**

1. Memili, E., Misra, K., Chrisman, J. J., & Chang, E.P.C. (2011). *An empirical analysis of the antecedents of nonfamily managers' incentive compensation in family firms*. Proceedings of the 2011 USASBE Conference. Hilton Head, South Carolina: USASBE.
2. Chang, E.P.C. (2011). *Exploring the effects of entrepreneurship capital on the economic impact of American counties*. Proceedings of the 2011 USASBE Conference. Hilton Head, South Carolina: USASBE.
3. Chang, E.P.C. (2010). *Exploring the benefits of new venture creation in America*. Proceedings of the 2010 ASBE Conference. Fort Worth TX: ASBE.
4. Chang, E.P.C., Chrisman, J. J., Memili, E. (2010). *Does Innovation matter to achieve entrepreneurial success?* Proceedings of the 2010 USASBE Conference. Nashville, TN: USASBE
5. Memili, E., & Chang, E.P.C. (2009). *The determinants of family firm subcontracting: A transaction cost perspective*. Proceedings of the 2009 USASBE Conference. Anaheim, CA: USASBE.
6. Memili, E., & Chang, E.P.C. (2009). *The role conflicts of family members in family firms*. Proceedings of the 2009 USASBE Conference. Anaheim, CA: USASBE.
7. Memili, E., Chrisman, J. J., Chang, E.P.C., Lueg, J. (2009). *The influence of market orientation and intra-family succession intentions on the marketing strategies of small firms*. Proceedings of the 2009 Southern Management Association Conference. Asheville, NC.
8. Chang, E.P.C. (2008). *Corporate Venturing: Why we have conflicts, how top management deals with them, and what are the consequences?* Proceedings of 51st Midwest Academy of Management Meeting .St Louis, MO: MAM
9. Chang, E.P.C. (2008). *Organizational Learning: A complex situation for family firms*. Proceedings of 51st Midwest Academy of Management Meeting .St Louis, MO: MAM
10. Kellermanns, F. W., Chang, E.P.C., & Chrisman, J. J. (2008). *The Relationship between prior and Subsequent New Venture Creation in the United States: A County Level Analysis*. Proceedings of the Rencontres de St-Gall St. Gallen, Switzerland: St-Gall.
11. Chang, E.P.C., Chrisman, J. J., & Kellermanns, F. W. (2007). *The Determinants of Entrepreneurship in U.S. counties*. Proceedings of the 2007 Southern Management Association Conference Nashville, TN: SMA.
12. Chrisman, J. J., Chang, E.P.C., Verbeke, A. (2005). *Corporate Venturing and Strategic Renewal*

*from the Perspective of Prospect Theory*. Proceedings of the 19th USASBE Conference. Indian Wells, CA: USASBE

13. Chang, E.P.C., Zhou, L. (2004). *SMME's performance: Examining Small and Medium Sized Manufacturing Enterprises*. Proceedings of the 2004 Midwest Academy of Management Meeting. Minneapolis, MN: MAM.
14. Chang, E.P.C. (2004). *Strategies for organizational decline: the role of innovation, exploration, and exploitation*. Proceedings of the 2004 Eastern Academy of Management Meeting. Providence, RI: EAM.

### **Research in Progress**

1. Chang, E.P.C., & James, S. When Do Family and Non-Family Principals Collide? An Exploratory Analysis of the Communications Equipment Industry. Manuscript in preparation for journal submission.
2. Cocchiara, F. & Chang, E.P.C. The legitimacy of online education. Manuscript in preparation for journal submission.

### **Presentations Given**

1. James, S. & Chang, E.P.C. (2017). Family versus Institutional Involvement in Restructuring: Evidence from the Communications Equipment Industry. Strategic Management Society, Annual Conference in Houston, TX
2. Chang, E.P.C., & James, S. (2016). Family versus Institutional Involvement in Restructuring: Preliminary evidence from the Communications Equipment Industry. Theories of Family Enterprise Conference, University of Alberta, Canada, May.
3. Chang, E.P.C. (2014). A commentary to "Nurture or Groom: the Succession Dilemma". : Theories of Family Enterprise Conference, University of Alberta, Canada May.
4. Chang, E.P.C. & Cocchiara, F.K. (2012). Distinguishing the "Legitimate" from the "Illegitimate" in US Business Education. Academy of Management Meeting, Boston, MA.
5. Chang, E.P.C., Misra, K., Memili, E. (2011). "Exploring the entrepreneurship capital of American counties: A panel data analysis," Academy of Management, San Antonio, TX. (August).
6. Memili, E., Chrisman, J. J., Misra, K., Chang, E.P.C. (2011) "The propensity to use non family managers incentive compensation in family firms," Academy of Management, San Antonio, TX. (August).
7. Memili, E., Chang, E.P.C., & Kellermanns, F. W. (2009), "The determinants of role conflict in family firms: A stewardship theory perspective," International Family Enterprise Research Academy [IFERA] meeting. Limassol, Cyprus. (June).
8. Chang, E.P.C. (2009) "Before an M there was an F: Evidence of the Inc. 500. A commentary to "There is no place like home..." by Jennings and Palmer," Theories of Family Research Conference. North Eastern University, Boston, MA. (June).
9. Memili, E., Chrisman, J. J., Chua, J. H., Kellermanns, F. W., & Chang, E.P.C. (2009) "The link between transaction cost factors and family firms efficient boundaries," Family Enterprise Research Conference Winnipeg, Canada. (April 25).

10. Memili, E., Chang, E., Chrisman, J. J., & Kellermanns, F. W. (2008) "The role of family support on the process of venture preparation and business creation," Family Capital, Family Business and Free Enterprise Conference. Minneapolis, Minnesota. (September).
11. Chang, E.P.C. (2008) "Marketing & Entrepreneurship: The Global Challenges for the Family firm," Marketing Global Conference Universidad del Istmo, Guatemala. (September).
12. Chang, E.P.C. (2008) "Entrepreneurship as the Engine of Economic Development and Growth in America: Some preliminary results at the county level," Academy of Management Meeting Anaheim, CA. (August).
13. Chang, E.P.C., Chrisman, J. J., & Kellermanns, F. W. (2008), "New venture creation in America 1995-2005: An exploratory investigation." Academy of Management Meeting Anaheim, CA. (August).
14. Chang, E., Memili, E., Chrisman, J. J., Academy of Management Meeting, "Venture preparation and business creation: does family help? A report of Hispanics in the U.S.," Anaheim, CA, (August 2008).
15. Chrisman, J. J., Chua, J. H., Kellermanns, F. W., & Chang, E.P.C. (2006) "Are Family Managers Agents or Stewards? An Exploratory Study in Privately Held Family Firms," Family Enterprise Research Conference. Niagara Falls, Canada. (November).
16. Chang, E.P.C. (2005) "An Investigation about the Entrepreneurial Intentions of Hispanics in the United States," Academy of Management Meeting. Honolulu, HI. (August).
17. Chang, E., Chrisman, J. J., & Chua, J. H., (2005) "Regional Determinants of the Incidence of Family Firms in the United States: A Preliminary Report," Academy of Management Meeting. Honolulu, HI. (August).
18. Bergiel, E., Chang, E.P.C. (2005) "The Family Business Transition to Professional Management: An Agency Theory Perspective," International Academy of Business Disciplines Conference Pittsburgh, PA. (April).

#### ***Awards and Honors***

- Faculty Advisor for Winner of Third Place Governor's cup Undergraduate Division, 2017.
- Excellence in Service Award, College of Business, 2016
- Excellence in Service Award, Arkansas State University, 2016
- C. Sam Walls Award for Entrepreneurship Educator of the Year, Arkansas Capital, 2016
- Faculty Advisor for Winner of Governor's cup Graduate Division, 2015.
- Outstanding Paper in Family Business by Journal of Family Business Management, 2014.
- Honorable Mention for Outstanding Reviewer in 2010 – Family Business Review / Family Firm Institute, 2011 Conference
- University Research Award Nominee, Arkansas State University. (2010).
- College Research Award Winner, Arkansas State University College of Business. (2010).
- Hispanic Achiever of the Year Award 2009, Hispanic Community Services, Inc. (May 2009).
- Outstanding Reviewer Family Business, USASBE. (January 2009).
- Beta Gamma Sigma, Beta Gamma Sigma. (2008).
- Dissertation of the year finalist, National Federation of Independent Businesses – Academy of Management, Entrepreneurship Division. (2008).
- One of the Top 20 Researchers worldwide in Family Business by the number of publications, International Family Enterprise Research Academy Conference. (2008).
- COBI Outstanding Doctoral Student Researcher Award, Mississippi State University. (2007).
- COBI Outstanding Faculty-Doctoral Student Collaboration Research Award, Mississippi State University. (2007).

- Research Assistant of the Year (Doctoral Level), Graduate Student Association-Mississippi State University. (2007).
- Alpha Mu Alpha, American Marketing Association. (1997).
- Pi Beta Delta, Society for International Scholars. (1997).

## ***TEACHING***

### **Arkansas State University – 2007 to present**

MGMT 3183, Entrepreneurship  
 MGMT 3193 Social Impact Management  
 MGMT 4123, International Management  
 MGMT 4163, Small Business Management  
 MGMT 4183, Family Business Management  
 MGMT 4813, Strategic Management  
 MGMT 6453, Seminar in Contemporary Management Issues  
 MGMT 6433, Entrepreneurship  
 IBS 6593, Global Strategic Initiatives

### **Universidad Francisco Marroquin – Guatemala (Summer 2011 -2013)**

Family Business  
 Global Strategic Initiatives

### **Mississippi State University – 2004 to 2007**

Business Policy and Strategy – 8 courses

### **Universidad del Istmo – Guatemala – 2002-2003**

Strategies for International Development and Growth – 1 course  
 Distribution Channels – 1 course

## ***SERVICE***

### ***University Service***

- Committee Member, Program Promotion (department) (Fall 2017-Present)
- Honors College Council – College of Business Representative (Fall 2016-Present)
- Faculty in Residence, Honors College, (Fall 2013- Present)
- Chair, Entrepreneurship Committee, (Fall 2013 – Present)
- Committee Member, Student Scholarship Selection. (2008 - Present).
- Attendee, Meeting, Department Search Committee. (August 2009 - Present).
- Committee Member, Website. (2007 - 2009).
- Committee Member, Entrepreneurship Minor. (2007 - 2008).
- Committee Co-Chair: Entrepreneurial Initiatives (September 2011 – Present)
- Committee Member, Graduate Knowledge Assessment. (March 2009 - Present).
- Committee Member, Honors & Scholarships. (February 2009 - Present).
- Faculty Advisor, Governor's cup Business Plan Competition. (2008 - Present).
- Committee Member, Nancy Everett Entrepreneurship Scholarship Selection. (2007 - Present).
- Attendee, Meeting, Recruiting & Select Major Fairs. (2007 - Present).
- Attendee, Meeting, Code of Conduct Ad-hoc committee. (October 2010 - November 2010).
- Committee Chair, ASU-COB Entrepreneurship Institute Initiative. (2007 - 2009).
- Committee Member, International Business and Exchange Opportunities. (2007 - 2008).
- Committee Member, COB Scholarship Gala. (2007).
- Program Coordinator, ASU Business Plan Competition. (August 2009 - Present).

### ***Professional Memberships***

- Academy of Management. (July 2002 - 2014).
- USASBE. (2004 - 2013).
- Southern Management Association. (2006 - 2010).
- Midwest Academy of Management. (2008).
- Vice President, MSU Graduate Student Association. (2005 - 2006).

- MBA President – TCU MBA Association (1996-97)
- National Vice President of Marketing, AIESEC Guatemala (1990-91)

#### ***Development Activities Attended***

- Continuing Education Program, "COB Teaching conference," ASU College of Business.
- Conference Attendance, "ITTC Teaching Education Conference," ASU ITTC. (since 2009).
- Workshop, "Experiential Learning Classroom," Syracuse University. (September 15, 2008 - September 18, 2008).
- Seminar, "Master Teacher Certification," AACSB. (May 25, 2008 - May 27, 2008).

#### ***Professional Service***

- Editorial Board Member, Journal of Family Business Strategy (Spring 2014 – Present)
- On-site Reviewer for Accreditation, DEAC (Spring 2013-2014)
- Judging panel for Best Dissertation in Family Business, Family Firm Institute (Spring 2013 – Present).
- Editorial Review Board Member, Family Business Review. (August 2010 - Present).
- Editorial Review Board Member, Journal of Business Disciplines. (2009 - Present).
- Committee Chair, USASBE Family Business SIG. (January 2011 - January 2012).
- Chairperson, USASBE Family Business Award 2012. (August 2011 - January 2012).
- Reviewer for the following peer review journals and conferences:
  - Journal of Business Venturing
  - Entrepreneurship, Theory & Practice
  - Entrepreneurship & Regional Development
  - Family Business Review
  - Journal of Business Disciplines
  - Journal of Family Business Management
  - Journal of Business Research
  - Journal of Family Business Strategies
  - Journal of Development Entrepreneurship
  - European Journal of Management
  - Small Business Economics
  - Canadian Journal of Administrative Sciences
  - Journal of Managerial Psychology
  - International Small Business Journal
  - Academy of Management Meeting (since 2003)
  - USASBE National Meeting (since 2007)
  - National Academy of Management Meeting (2003-06)
  - Midwest Academy of Management. (2008).
  - International Academy of Business Disciplines. (2007 - Present)
  - Southern Management Association. (2005 - 2008)
  - International Family Research Academy Conference. (June 2007)
  - ASBE Conference Meeting (2010)
- Reviewer for the following textbooks:
  - Dess, Lumpkin & Eisner, Strategic Management: Text and Cases. McGraw-Hill. 5<sup>th</sup> and 6<sup>th</sup> editions
  - Barney, Gaining and sustaining competitive advantage, Pearson, 4<sup>th</sup> edition.

#### ***Other Service Activities:***

- Board Member, Hispanic Community Center, Jonesboro, AR. (August 2008 - December 2010).
- Consulting, Hotel Las Americas, Guatemala. (February 2002 - June 2002).
- More than 500 articles and editorial publications in business, entrepreneurship, finance, and economic topics in the following media outlets such as Siglo XXI, Revista Gerencia and Moneda.