

ERIKA ENGEL SMALL, Ph.D.

E. Craig Wall Senior College of Business Administration
Coastal Carolina University
Conway, South Carolina 29528-6054
843.349.2675 (Office) • esmall@coastal.edu

EDUCATION

Ph.D. in Industrial/Organizational Psychology, May 2007

Department of Management, The University of Tennessee, Knoxville, TN
Dissertation: Shared Leadership: A Social Network Analysis

B.S. in Psychology, May 2001

Department of Psychology, Louisiana State University, Baton Rouge, LA
Honors Thesis: Personality and job performance: The impact of contextual self-ratings and observer ratings
Graduated summa cum laude

ADMINISTRATIVE EXPERIENCE

Chair, Department of Management and Decision Sciences

E. Craig Wall Sr. College of Business Administration

Coastal Carolina University

2013-Present (Interim, 2013-2015)

The Department of Management and Decision Sciences at Coastal Carolina University serves approximately 800 majors across six concentrations, making it the largest major in the college and the second largest major on campus. The 27 full-time faculty members in the department support courses across these concentrations as well as 8 of the 15 courses in the business core curriculum and 3 of the 7 required courses in the MBA program.

The **primary responsibilities** in my role as department chair have included the following:

- Creating and managing a course schedule for approximately 100 sections per semester
- Managing a departmental travel budget, to be allocated across 27 full-time faculty members
- Hiring and onboarding associated faculty members
- Facilitating faculty meetings to discuss and vote on curricular changes and other departmental initiatives
- Evaluating and providing performance feedback for faculty members
- Assessing the merits of student permissions, course substitutions, transfer equivalencies, and petitions
- Evaluating graduation applications for accuracy
- Hearing student concerns and addressing student issues as they arise
- Serving as an arbitrator in academic integrity appeal hearings
- Addressing incoming freshmen during orientation meetings and assisting with advising during orientation
- Analyzing data collected by faculty in order to write and disseminate an annual SACS assessment report
- Preparing and disseminating an annual departmental report for AACSB accreditation documentation

Some **notable departmental accomplishments and initiatives** under my direction include the following:

- Increased student credit hour production in the department by 54% from 2013-14 to 2018-19
- Increased management majors by 8% from Fall 2013 to Fall 2018
- Increased internship enrollment by 119% from 2013-14 to 2018-19
- Hired 17 full time faculty members between 2013-2019, with net growth of 11 new full-time faculty slots
- Introduced a minor in Applied Creativity and Innovation
- Implemented course wait-listing to provide an efficient and fair registration process
- Implemented a systematic prerequisite drop process to ensure appropriate student course progression
- Developed a "teams" classroom, with technology designed to assist student collaboration

- Developed a multi-purpose research laboratory, with video and audio recording capabilities
- Helped secure an additional Wall computer laboratory for classroom use to support growing enrollment
- Ensured regular online offerings of business core courses to support online degree completion programs
- Co-designed and delivered a career transition program for veterans, in collaboration with Boeing, CCU Office of Veterans Services, and CCU Office of Philanthropy.
- Collaborated with Tidelands Health leadership and faculty colleagues to design and deliver a leadership academy for Tidelands Health directors.

ACADEMIC EXPERIENCE

Coastal Carolina University, Conway, SC

Professor of Management, 2019-present

Associate Professor of Management, 2013-2019

Assistant Professor of Management, 2007-2013

York College of Pennsylvania, York, PA

Assistant Professor, 2006-2007

Loyola College of Maryland, Baltimore, MD

Affiliate Assistant Professor, Spring 2006

The University of Tennessee, Knoxville, TN

Instructor, Spring 2004

Graduate Teaching and Research Assistant, 2001-2006

BOARD MEMBERSHIPS

Management and Organizational Behavior Teaching Society, 2012-2015

Academy of Management, Management and Education Division, 2014-2017

AWARDS AND HONORS

2017: OBTS Mid-Career Distinguished Educator Award

2014: Department recognized by university for outstanding student learning assessment reporting

2014: Vereen Endowed Professorship

2013: AVX-sponsored D.H. Byers Business Paper Award (5th place)

2013: Advised CCU-SHRM, which won the Superior Merit Award for the 2012-2013 academic year

2013: Baxley Endowed Professorship

2012: Coastal Carolina University MBA Professor of the Year award (student selected)

2012: Nominated by the College of Business for the CCU Emerging Scholar award

2012: Advised CCU-SHRM, which won the Superior Merit Award for the 2011-2012 academic year

2011: Nominated for Coastal Carolina University's Student Organization Advisor of the Year award

2011: Advised CCU-SHRM, which won the Superior Merit Award for the 2010-2011 academic year

2011: AVX-sponsored D.H. Byers Business Paper Award (2nd place)

2010: AVX-sponsored D.H. Byers Business Paper Award (2nd place)

2008: Awarded a summer research grant from the Wall College of Business

PUBLICATIONS

- Peterson, C.M, Peterson, T.O., Aikens, S.D., Beard, J.W., Beatty, J.E., Blair, C.A., Lesko, A.P., & **Small, E.E.** (2019). Story hour in the management classroom. *Management Teaching Review* (early online publication: <https://doi.org/10.1177/2379298119836073>)
- Ritter, B.A., **Small, E.E.**, Mortimer, J.W., & Doll, J.L. (2018). Designing Management Curriculum for Workplace Readiness: Developing Students' Soft Skills. *Journal of Management Education*, 42(1), 80-103.
- Small, E.E.**, Doll, J.L., Bergman, S.M., & Heggstad, E.D. (2018). Brown & Smith Communication Solutions: A Staffing System Simulation. *Management Teaching Review*, 3(1), 37-45
- Bergman, S.B., **Small, E.E.**, Bergman, J.Z., & Bowling, J.J. (2014). Emergent leadership and Group Development: A Longitudinal Examination of Project Teams. *Journal of Organizational Psychology*, 14(1), 111-126.
- Small, K.W., Smith, J., **Small, E.E.** (2013). The return characteristics of diamonds. *The Journal of Investing*, 22(1), 132-143.
- Small, K.W., Smith, J., **Small, E.E.** (2012). An examination of diamonds as an alternative asset class: Do they have what it takes to make a portfolio sparkle? *Journal of Wealth Management*, 15(3), 67-74.
- Bergman, J.Z., Rentsch, J.R., **Small, E.E.**, Davenport, S.W., & Bergman, S.M. (2012). The shared leadership process in decision-making teams. *The Journal of Social Psychology*, 152(1), 17-42.
- Small, E. E.** & Rentsch, J.R. (2010). Shared leadership in teams: A matter of distribution and degree. *Journal of Personnel Psychology*, 9(4), 203-211.
- Bergman, J. Z., **Small, E. E.**, Bergman, S. M., Rentsch, J. R. (2010) Asymmetry in perceptions of trustworthiness: It's not you, it's me. *Negotiation and Conflict Management Research*, 3(4), 379-399.
- Small, E. E.** & Ulrich, T.A. (2010). The effects of non-traditional pedagogies on student motivated behavior. *Business Education & Accreditation*, 2(1). 121-134.
- Rentsch, J. R., **Small, E. E.**, & Hanges, P. J. (2008). Cognitions in organizations and teams: What is the *meaning* of cognitive similarity? In B. Smith (Ed.), *The people make the place: Dynamic linkages between individuals and organizations* (pp. 127-155). New York, NY: Lawrence Erlbaum Associates.
- Rentsch, J. R., & **Small, E. E.** (2007). Understanding team cognition: The shift to cognitive similarity configurations. In F. J. Yammarino & F. Dansereau (Eds.), *Research in Multi-level issues: Vol. 6. Multilevel Issues in Organizations and Time* (pp. 159-174). Oxford, UK: Elsevier.
- Small, E.E.** & Diefendorff, J.M. (2006). The impact of contextual self-ratings and observer ratings of personality on the personality-performance relationship. *Journal of Applied Social Psychology*, 36, 297-320.

RESEARCH GRANTS

- Ritter, B.A. & **Small, E. E.** (2018, 2019). Military to Civilian Success Program. The Boeing Company (\$160,000).

WORKING PAPERS

- Nordback, E., **Small, E.**, & Nurmi, N. (Manuscript in Revision) Freeing the global worker to share leadership in the globally distributed team. Targeted to *Journal of World Business*.
- Ritter, B.A., **Small, E.**, & Everett, C. (Manuscript in Revision). LMX and leader prototypicality as predictors of performance appraisal participation. Targeted to *Journal of Business and Psychology*.

CONFERENCE PRESENTATIONS

- Nordback, E., **Small, E.**, & Nurmi, N. (2018, August). Freeing the global worker to share leadership in the globally distributed team. Paper presented at the annual Academy of Management conference. Chicago, IL.
- Ritter, B. A., **Small, E. E.**, et al. (2018, June). Expanding the Pie: negotiating in Academia. Session presented at MOBTS 2018. Conway, SC.
- Nordback, E. & **Small, E.** (2017, July). Exploring Member Propensity to Engage in Shared Leadership across Global Boundaries and the Impact on Satisfaction. Paper presented at the Interdisciplinary Network for Group Research (INGRoup). Saint Louis, MO.
- Ritter, B. A., **Small, E. E.**, et al. (2017, June). Expanding the Pie: negotiating in Academia. Session presented at OBTC 2017. Providence, RI.
- Ritter, B., Barnes, K., Hedberg, P., Kayes, D. C., **Small, E. E.** & Stratton, M. (2016, June). Expanding the pie: Negotiating in academia. Presented at Organizational Behavior Teaching Conference, Canton, OH.
- Coombs, G., Hedberg, P., **Small, E. E.** & Stratton, M. (2016, June). Leading faculty development for teaching quality: The role of the chair. Presented at Organizational Behavior Teaching Conference, Canton, OH.
- Peterson, T., Peterson, C., Beard, J., Messal, C., Beatty, J., Aikens, S., Charpied, B., Lesko, A., & **Small, E. E.** (2016, June). Story time for business students. Presented at Organizational Behavior Teaching Conference, Canton, OH.
- Small, E. E.** & Stratton, M. (2015, June). Tricks of the trade: Navigating the push and pull of being a department chair. Presented at Organizational Behavior Teaching Conference, La Verne, CA.
- Nordback, E. & **Small, E. E.** (2015, August). Shared leadership emergence in global virtual teams: The role of task and team design. Presented at the annual meeting of the Academy of Management, Vancouver.
- McKinney, A. P., **Small, E. E.**, Estep, B., & Drass, P. (2014, June). *Embracing teamwork: Empowering students' voices in the team selection process*. Presented at Organizational Behavior Teaching Conference, Nashville, TN.
- Bergman, S.M., **Small, E.E.**, Bergman, J.Z., Bowling, J.J. (2013, April). *Leadership emergence and group development: Longitudinal analysis of project teams*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Houston, TX.
- Small, K.S., Smith, J., **Small, E.E.** (2012, November). *An examination of diamonds as an investable asset class*. Paper presented at the annual meeting of the Southern Finance Association, Charleston, SC.
- McKinney, A. P. & **Small, E.E.**, organizers (2012, August). *Are we missing the mark? Designing and assessing management curricula*. Professional Development Workshop sponsored by Management Education and Development (MED) division, presented at the annual meeting of the Academy of Management, Boston.
- Ritter, B.A. & **Small, E.E.** (2011, November). *OBTS Teaching Bootcamp*. Professional Development Workshop presented at the annual meeting of the Southern Management Association, Savannah, GA.
- Bergman, J. Z., **Small, E. E.**, Bergman, S. M., Rentsch, J. R. (2010, April). *Trust in temporary teams: It's about the trustor*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Ulrich, T.A. & **Small, E. E.** *The behavioral implications of non-traditional pedagogies within the business curriculum* (2009, May). Paper presented at the annual International Conference on Learning and Administration in Higher Education, Nashville, TN.
- Small, E. E.** *Shared leadership in teams: A social network analysis*. (2008, October). Paper presented at the annual meeting of the Southern Management Association, St. Pete Beach, FL.

- Ulrich, T. & **Small, E.E.** *Advancing contemporary finance curriculum* (2007, September). Paper presented at the annual meeting of the Financial Education Association, Bermuda.
- Davenport, S.W., Rentsch, J.R., **Small, E.E.**, & Bergman, J.Z. (2007, April). *Information sharing and schema accuracy in team decision making*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, New York, NY.
- Delise, L., Gorman, C.A., Rentsch, J.R., **Small, E.E.**, Bergman, J.A., & Rush, M.C. (2007, April). *The effects of ILT accuracy on LMX and work outcomes*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, New York, NY.
- Ulrich, T. & **Small, E.E.** (2007, March) *The behavioral implications of non-traditional pedagogies within the business curriculum*. Paper presented at annual meeting of Western Decision Sciences Institute, Denver.
- Zelno, J.A., **Small, E.E.**, Davenport, S.W., Rentsch, J.R., & Bergman, S.M. (2005, April). *Share and share alike!: Emergent shared leadership in teams*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Davenport, S.W., **Small, E.E.**, Zelno, J.A., & Rentsch, J.R. (2005, April). Sharing the wealth...of information: The role of shared responsibility in team decision-making. In J.R. Rentsch & D. Steele-Johnson (Co-Chairs), *Keys to High Team Performance on Complex Tasks*. Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Engel, E.A.**, Bergman, S.M., Bowler, M.C., Vernon, R., Zelno, J.A., Rentsch, J.R., & Woehr, D.J. (2003, April). Let's do it again! Cognitive congruence, perceptions, and team viability. In P.J. Fleming, B. Griepentrog (Co-Chairs), *Empirical advances in team cognition and shared mental models*. Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Vernon, R.N., Bergman, S.M., Bowler, M.C., **Engel, E.A.**, Zelno, J.A., Rentsch, J.R., & Woehr D.J. (2003, April). *Similarity vs. Diversity: The Impact of Personality Congruence on Teams*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Zelno, J.A., Bergman, S.M., Bowler, M.C., **Engel, E.A.**, Vernon, R.N., Rentsch, J.R., & Woehr, D.J. (2003, April). *Are You Thinking What I'm Thinking?: Team Cognition Matters*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Engel, E.A.** & Diefendorff, J.M. (2002, April). *Personality and job performance: The impact of contextual self-ratings and observer ratings*. Poster session presented at the annual meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.

TEACHING EXPERIENCE

Undergraduate

- Management and Organizations / Principles of Management
- Leading High Performance Teams
- Attracting and Acquiring Talent (an employment staffing course)
- Organizational Structure and Behavior
- Human Resource Management
- Leadership and Change
- Business Statistics

Graduate

- Leadership and Management
- Organizational Theory and Behavior / Human Behavior in Organizations
- Leading People (an interpersonal skills course)

SERVICE

| | | |
|---|---|--------------|
| <i>College:</i> | Member, Dean's Council | 2013-present |
| | Member, College Assessment Committee | 2013-present |
| | Member, search committee for graduate advisor | 2020 |
| | Member, College Curriculum Committee | 2013-2014 |
| | Vice Chair, College Curriculum Committee | 2012-2013 |
| | Chair, Ad hoc committee to examine management curriculum | 2011-2012 |
| | Member, search committee, management lecturer | 2011 |
| | Member, Ad hoc MBA curriculum committee | 2011 |
| | Chair, search committee, management tenure-track position | 2010-2011 |
| | Member, Ad hoc Committee to Review Curriculum | 2010 |
| | Faculty Advisor, Society for Human Resource Management | 2009-2013 |
| | Faculty Advisor, MBA Student Association | 2009-2010 |
| | Faculty Advisor, MBA research projects | 2009, 2010 |
| Faculty Advisor, Society for the Advancement of Management | 2007-2009 | |
| <i>University:</i> | Member, QEP Topic Selection Committee | 2019-present |
| | Member, SACS Committee (Section 9) | 2019-present |
| | Member, search committee for Director of Career Services | 2018 |
| | Member, search committee for Academic Integrity Officer | 2018 |
| | Member, ad hoc committee to examine student evaluations | 2017-2019 |
| | Delivered skills training for Academic Leadership Seminar | 2016 |
| | President, CCU Chapter of AAUP | 2013-2014 |
| | Member, Core Curriculum Committee | 2011-2017 |
| | Secretary, Core Curriculum Committee | 2012-2014 |
| | Delivered class sessions for CIDD program | 2010, 2012 |
| | Delivered leadership skills training for CCU's Leaders in Training | 2010, 2011 |
| | Member, University-wide retention committee | 2009-2012 |
| | Member, Faculty Senate | 2009-2012 |
| | Member, search committee for Director of W&GS | 2009 |
| | Member, Editorial Board, <i>Bridges</i> | 2008-2013 |
| | Member, Panel Discussion for New Faculty Orientation | 2008 |
| Member, Ad hoc Committee to Examine Administrator Evaluations | 2007-2008 | |
| <i>Discipline:</i> | Recorded a podcast regarding a published paper for <i>JME</i> | 2019 |
| | Conference Program Chair, MOBTS 2018 conference | 2017-2018 |
| | Treasurer, MED Division of Academy of Management | 2015-2017 |
| | Board member, OBTS (conference activities chair) | 2012-2015 |
| | Mentor/Facilitator OBTS Teaching Boot Camp | 2011 |
| | Ad hoc reviewer for <i>Journal of Managerial Psychology</i> | as requested |
| | Ad hoc reviewer for <i>Organization Management Journal</i> | as requested |
| | Ad hoc reviewer for <i>Management Teaching Review</i> | as requested |
| Ad hoc reviewer for <i>Journal of Management Education</i> | as requested | |
| <i>Community:</i> | Delivered leadership skills training for annual meeting of SC Elected Officials | 2019 |
| | Delivered leadership skills training for the Southern Legislative Conference | 2011 |
| | Reading Tutor, Freedom Readers | 2010 |
| | Delivered leadership skills training for Grand Strand Regional Medical Center | 2009 |
| | Member, Covington Lake Home Owners' Association Board | 2009-2010 |