

Curriculum Vitae

Jianwen (Jon) Liao, Ph.D

ACADEMIC EXPERIENCE

August 2006 – Present

Associate Professor of Entrepreneurship and Strategy,
Stuart School of Business, Illinois Institute of Technology

June 2007, June, December 2008, June – July 2009

Adjunct Professor of Management of Cheung Kong Graduate
School of Business (China) (长江商学院), China Center for
Economics Research (CCER), Peking University (北京大学)

September 2005 – August 2006

Northeastern Illinois University
Department of Management and Marketing,
Associate Professor (Tenured)

June – Aug. 2002

Visiting Professor, Management of Technological Innovation
China European International Business School (CEIBS), Shanghai,
China (中欧商学院)

August 2001 – August 2005

Northeastern Illinois University
Department of Management and Marketing,
Assistant Professor

December 2000 – August 2001

Visiting Professor of Strategy,
Department of Management of Organizations
Hong Kong University of Science and Technology

September 1998 – August, 1999

Visiting Professor, Department of Management
DePaul University

September 1996 – August 1998

Assistant Professor of Management
School of Business Administration
Robert Morris College

EDUCATION BACKGROUND

- 1992-1996 Ph.D from Department of Management, Southern Illinois University at Carbondale, USA.
Major Area: Business Policy & Strategy
Support Field: Organizational Behavior
Dissertation Topic: The Antecedents and Consequences of Corporate Restructuring: An Empirical Investigation
- 1988-1991 M.A. from the Institute of Foreign Economics and Management, People's (Renmin) University of China (RUC), Beijing, China.
- 1984-1988 B.S. from the Department of Industrial Engineering, Northeast University (NEU), Shenyang, China
Major: Industry Engineering

PROFESSIONAL EXPERIENCE

March, 2005 - Present

Chairman of the board and co-founder of HumanZyme Inc. HumanZyme is a biotech firm that is well positioned to be a market leader in providing highly authentic recombinant human kinases and cytokines from human cells for drug discovery. Since its inception in 2005, it has successfully closed one angel round and two rounds of venture capital investment. Currently, HumanZyme has successfully expanded its kinases, cytokine, antibody products into major segments such as biotech, pharmaceutical industry and research institutions and also established major distribution network in Europe, Japan and US markets. I was the CEO since the founding date of March 2005 to November, 2007.

September, 2001 – present

Midwest Regional Advisory Board, United States Small Business Administration (SBA)

TEACHING INTERESTS

- New Venture Creation and Entrepreneurship
- Management of Innovation and Technological Change
- Business Policy and Strategy
- Tech Commercialization & High Tech Venture
- Venture Growth Strategy
- Research Methodology and Quantitative Methods

PUBLICATIONS

Book Chapters

Liao, Jianwen & Gartner, William (2009) Are Planners Doers? Pre-Venture Planning and the Start-Up Behaviors of Entrepreneurs. The *United States Small Business Administration*, Office of Advocacy [#339, Feb 2009 Under Contract SBAHQ-07-Q-0012]

Honig, Benson., Liao, Jianwen & Gartner, William (2009) Institutional Isomorphism, business planning and business plan revision: The differential impact on teams versus solo entrepreneurs. In Reynolds, Paul D. and Richard T. Curtin (Eds). (p. 137 – 155). *New Firm Creation in the United States: Initial Explorations with the PSED II Data Set*. New York City, NY: Springer Publishing

Liao, Jianwen., Ye, Qian., Welsch, Harold., Pistrui, David (2009) New Venture Financing: An Empirical Investigation of Chinese Entrepreneurs. in JianJun Li & Sara Hsu (Eds) (p. 104 – 124). *Informal Finance in China: American and Chinese Perspectives*. NY: Cambridge University Press

Gartner, William & Liao, Jianwen (2007) The Effect of Pre-venture Planning on Venture Survival. In *The Small Business Economy: A Report to the President, 2007*. United States Small Business Administration (pp. 215 - 254)

Liao, Jianwen (2006) Research in Practice - Entrepreneurial Failures: a Research Overview. Chapter 11. Beyond the Strategic Entrepreneurial Model: Learning From Failure. Gundry, L., & Kickul, J. *Entrepreneurship Strategy: Changing Patterns in New Venture Creation, Growth and Reinvention*. Sage Publishing.

Liao, Jianwen & Welsch, Harold (2004) Entrepreneurial Commitment: An Emerging Construct in Entrepreneurship Research. In *Handbook of Entrepreneurial Dynamics: The Process of Organization Creation*. Bill Gartner, Kelly Shaver, Nancy Carter & Paul Reynolds. CA: Sage Publishing (p. 186 - 195)

Liao, Jianwen (2003) Entrepreneurial Failure: Key Challenges and Future Research Directions. In *Entrepreneurship: The Way Ahead*, Edited by Harold Welsch. London: Routledge Publishing (p. 136 – 150)

Liao, Jianwen (2003) Entrepreneurial Growth: Predictors and Indicators. In *Entrepreneurship: The Way Ahead*, Edited by Harold Welsch. London: Routledge Publishing (p.117 – 132)

Welsch, Harold & Liao, Jianwen (2003) Strategies for Entrepreneurship Development: Striking a Balance between Explorative and Exploitative Research. In Chris Steyaert and Daniel Hjorth (Ed.) *New Movements in*

Entrepreneurship Research. Cheltenham, UK: Edward Elgar Press (p. 20 – 34)

Pistrui, David., Welsch, Harold., Liao, Jianwen (2003) Entrepreneurship in the New Germany: How Similar Are the Characteristics and Orientations of East and West German entrepreneurs? In *Small Firms and Economic Development in Developed and Transition Economies*. Anna Watson (ed). London, UK: Ashgate Publishing (2003) (with D. Pistrui, H. Welsch, H. Pohl, O. Wintermantel) (p 115-130)

Liao, Jianwen., Welsch, Harold & Stoica, Michael (2000) Environmental Turbulence and Information Search Activities in SMEs: Does Age Matter? *Research in Marketing and Entrepreneurship Interface*. Gerald Hills (ed). Chicago, IL: UIC Press. (with H. Welsch & M. Stoica)

Liao, Jianwen (1992) Generic Business Strategies: A Literature Review. In *Handbook of Management Theory*. Ma Hong (Ed), Beijing, China: Chinese Social Science Press. (with Lin Guang)

Refereed Journals

Liao, Jianwen & Li, Jun (2010) The Effects of Founding Team Diversity and Social Similarity on venture formation. *Journal of Business Venturing*. (forthcoming)

Li, J., Liao, Jianwen. (2009) Perceived Opportunity, Team Attributes, and Entrepreneurial Orientation in Chinese New Technology Ventures: A Cognitive Perspective. *International Journal of Entrepreneurship and Innovation Management (Forthcoming)*

Liao, Jianwen (2009) Changing the Rules of Engagement: What Business Leaders Can Learn from Obama's Political Campaign. *PeKing University Business Review*. (in Chinese) p. 110 – 116

Gartner, William., Shaver, Kelly & Liao, Jianwen (2009) The Attributional Characteristics of Opportunities and Problems Described by Nascent Entrepreneurs in the PSED. *Strategic Entrepreneurship Journal*. Vol 2(4): 301 - 315

Liao, Jianwen., Kickul, Jill., and Ma, Hao (2009) Organizational Dynamic Capability and Innovation: An Empirical Examination of Internet Firms. *Journal of Small Business Management*. Vol 47(3): 263 – 286

Kickul, Jill., Liao, Jianwen., Gundry, Lisa., Iakovleva, T. (2009) Firm resources, opportunity recognition, entrepreneurial orientation and

performance: the case of Russian woman family business. *International Journal of Entrepreneurship and Innovation Management (Forthcoming)*

Liao, Jianwen., Welsch, Harold., Pistrui, David. (2009) Entrepreneurial Growth Aspiration: An Empirical Investigation of Infrastructure Antecedents. *New England Journal of Entrepreneurship*.

Liao, Jianwen., Welsch, Harold. (2008) Patterns of Venture Gestation Process: Exploring the Differences between Tech and Non-tech Nascent Entrepreneurs. *Journal of High-tech Management Research* Vol 19: 103 - 113

Liao, Jianwen, Welsch, Harold., Moutray, Chad (2008) Start-up Resources and Entrepreneurial Discontinuance: the Case of Nascent Entrepreneurs” *Journal of Small Business Strategy* Vol 19(2): 1 – 15

Liao, Jianwen., Welsch, Harold & Stoica, Michael (2008) Environmental Turbulence and Information Search Activities in SMEs: The Moderating Effect of Organizational Maturity. *Journal of Small Business Strategy*. Vol 19 (1): 17 – 33

Liao, Jianwen & Gartner, William (2008) The Influence of Pre-Venture Planning on New Venture Creation. *Journal of Small Business Strategy*. Vol 19: p. 1- 32

Liao, Jianwen & Gartner, William (2006) The Effects of Pre-venture Plan Timing and Perceived Environmental Uncertainty on the Persistence of Emerging Firms. *Small Business Economics: An International Journal*. 27 (1): 23 – 40

Stonebraker, Peter & Liao, Jianwen (2006) Supply Chain Integration: Exploring Product and Environmental Contingencies. *Supply Chain Management: an International Journal*. Volume 11 (1): pp. 34 – 43

Murphy, Patrick., Liao, Jianwen., Welsch, Harold (2006) A Conceptual History of Entrepreneurial Thoughts. *Journal of Management History*. Vol. 12(1): 12 – 35

Liao, Jianwen., Murphy, Patrick., Welsch, Harold (2005) Developing and Validating a Construct of Entrepreneurial Intensity. *New England Journal of Entrepreneurship*. Vol 8(2): pp. 31 - 38

Liao, Jianwen & Welsch, Harold (2005) Roles of Social Capital in Venture Creation: Key Dimensions and Research Implications. *Journal of Small Business Management*. Volume 43 (4): 345-362

- Liao, Jianwen, Welsch, Harold. & Tan, Weeliang (2005) Venture Gestation Paths of Nascent Entrepreneurs: Exploring the Temporal Patterns. *Journal of High Tech Management Research* 16(1): 1 – 22
- Liao, Jianwen (2004) Corporate restructuring, performance and competitiveness: an empirical examination *Competitiveness Review: An International Business Journal*. Vol 15(1): 33 – 48
- Stoica, Michael, Liao, Jianwen & Welsch, Harold (2004) Organizational Culture and Patterns of Information Processing: The Case of Small and Medium-sized Enterprises. *Journal of Developmental Entrepreneurship* Vol 9(3): 251 – 266
- Stonebrake, Peter & Liao, Jianwen (2004) Environmental turbulence, Strategic Orientation: modeling supply chain integration. *International Journal of Operation & Production Management*. Vol 24 (10): 1037 – 1054
- Liao, Jianwen (2004) The Restructuring Scope, Performance and R&D Intensity: Do All Restructuring Activities Create Value? *Advances in Competitiveness Research*. Vol 12 (1): 20 – 36
- Liao, Jianwen & Welsch, Harold (2003) Exploring The Venture Creation Process: Evidence from Tech and Non-Tech Nascent Entrepreneurs. In William Bygrave et al (ed.) *Frontiers of Entrepreneurship Research* (p. 662 - 675)
- Liao, Jianwen., Welsch, Harold and Pistrui, David (2003) The Patterns of Venture Financing: the Case of Chinese Entrepreneurs. *Journal of Entrepreneurial Finance & Business Ventures*. Vol 8(2): p. 55 – 69
- Liao, Jianwen., Welsch, Harold & Stoica, Michael (2003) Organizational Absorptive Capacity and Responsiveness: An Empirical Investigation of Growth-oriented Small and Medium-Sized Enterprises. *Entrepreneurship Theory and Practice*. Vol 28 (1): 63 – 85
- Liao, Jianwen and Harold Welsch (2003) Social Capital and Entrepreneurial Growth Aspiration: A Comparison of Technology and Non-Technology-Based Nascent Entrepreneurs. *Journal of High Tech Management Research* Volume 14(1): 149-170
- Liao, Jianwen & Harold Welsch (2002) The Temporal Patterns of Venture Creation Process: An Exploratory Study. In William D. Bygrave, Candida G. Brush, Per Davidsson, James Fiet, Patricia G. Greene, (ed). *Frontiers of Entrepreneurship Research*. (p. 14 – 27)

Liao, Jianwen., Harold Welsch, David Pistrui (2001) Environmental and Individual Determinants of Entrepreneurial Growth: An Empirical Investigation. *Journal of Enterprising Culture*. Vol 9 (3): 253 – 272

Liao, Jianwen & Harold Welsch (2001) Social Capital and Growth Aspiration: The Role of Entrepreneurial Networks in Technology-Based New Ventures. In William D. Bygrave, Erkkö Autio, Candida G. Brush, Per Davidsson, Patricia G. Green, Paul D. Reynolds, Harry J. Sapienza (ed). *Frontiers of Entrepreneurship Research*

Pistrui, David & Jianwen Liao, Harold Welsch (2000) Entrepreneurial Orientation and Family Forces in the New Germany: Similarities and Differences Between East and West German Entrepreneurs. *Family Business Review*. Vol XIII (3): pp. 251 – 263.

Liao, Jianwen (1996) Information Technology Investment: The Effects of Institutional Isomorphism. *Journal of High Technology Management Research* Vol. (7): pp.37-52

Liao, Jianwen & Song, Haidong. (1996) A Typology of MNCs' Information System Development Strategy. (1996) *International Journal of Computer and Engineering Management* Vol (4):2 pp. 43-51

Teaching Cases Published

Liao, Jianwen (2009) K-Touch Cell Phone (天语手机) . Cheung Kong Graduate School of Business (in Chinese)

Liao, Jianwen (2008) P&G: a Strategic Maneuver to the Bottom of the Pyramid. Cheung Kong Graduate School of Business (in Chinese)

Liao, Jianwen (2007) HomeInn (如家). Cheung Kong Graduate School of Business (in Chinese)

Liao, Jianwen (2006) Venture Capital Industry in China. Cheung Kong Graduate School of Business (in Chinese)

Articles in Magazines/Trade Journals

Liao, Jianwen (2009) Obama's Value Innovation. *21st Century Business Review* (in Chinese) (May, 2009) [21 世纪商业评论：奥巴马的价值创新]

Liao, Jianwen (2009) The Focus of Innovation. *21st Century Business Review* (in Chinese) (July, 2009, page 124 - 125) [21 世纪商业评论：“另辟蹊径的价值创新”]

Liao, Jianwen (2009) Taking a New Look at Innovation. *China Daily* (July 20, 2009) [http://www.chinadaily.com.cn/bizchina/2009-07/20/content_8448695.htm]

Liao, Jianwen (2009) The Disappearing Boundary. *21st Century Business Review* (in Chinese) (August, 2009, page 110 - 111) [21 世纪商业评论: 消失的边界] (

Liao, Jianwen (2009) The Fallacy of Focus. *21st Century Business Review* (in Chinese) (September, 2009) [二十一世纪商业评论: 专注的误区]

Papers under Invited Revision and Resubmission

Liao, Jianwen & Gartner, William (2010) Modes of Discovery and Gestation Process: An Empirical Examination of Nascent Entrepreneurs. Under revision and resubmission for *Small Business Economics*.

Papers under Review

Ma, H. & Liao, J. Competitive Action: A Typology and Environmental Context. Original paper under review of *Organizational Dynamics*

Liao, J. & Qian, Ye (2009) Founding Conditions, Gestation Process and Venture Formation: A Set Theoretic Approach. Paper under review of *Journal of Operation Management*.

Gartner, W., Liao, J., and Carter, N. (2008) When are new firms founded? Original paper under review by *Journal of Management*.

Liao, Jianwen & Li, Jun (2008) The Effects of Team Heterogeneity and Homophily on Venture Formation: Untangling Founding Teams of Nascent Ventures. Under revision of *Strategic Entrepreneurship Journal*

Honig, Benson & Liao, Jianwen (2008) Environmental Uncertainty, Institutional Isomorphism and the Likelihood of Business Planning: An Empirical Investigation. Under review by *Entrepreneurship Theory and Practice* (Equal contribution, listed alphabetically)

Liao, Jianwen, Li, Jun., & YooSo-Jin (2007) Absorptive Capacity and Organizational Responsiveness: The Case of SMEs. Under review by *Journal of Developmental Entrepreneurship*

Liao, Jianwen., LeVan, Helen., Mathys, Nick (2007) Perceived Organizational Readiness for Change, Individual Organizational commitment and Intention to Stay: the case of Chinese Organizations.

Under review by *International Journal of Cross Cultural Management*.
(with Nick Mathys, Helen LaVan).

Work-In-Progress

Entrepreneurial Risk and Gestation Process (with William Gartner)

To Revise or Not to Revise: Business Planning and Venture Creation.
(with Benson Honig). Target: *Journal of Business Venturing*

Composition of Entrepreneurial Teams and IPO performance: A Dynamic
Capability Perspective. (with Jun Li). Target: *Entrepreneurship Theory
and Practices*

Action-Based Strategy (with Hao Ma) Target at *Academy of Management
Review*

Patterns of Opportunity Recognition and Business Planning (with Patrick
Murphy, Harold Welsch)

A case study of HumanZyme Inc. (with Patrick Murphy)

International, National & Regional Conferences: Refereed Proceedings and Presentations

Team Diversity, Social Similarity and Venture Formation: Exploring the
Moderating Effects of Founding Conditions. *Strategic Management
Society* (Rome, 2010)

The Effects of Team Heterogeneity and Homophily on Venture
Formation: A PSED Study. The Annual Conference of Academy of
Management, Montreal, 2010

Liao, Jon and William Gartner (2009) Risk and Its Relationship to
Business Start-ups in PSED I. Original paper presented at the 6th
*Kauffman Foundation Symposium of Panel Study of Entrepreneurial
Dynamics*, George Mason University, Fairfax, Virginia.

Liao, Jianwen & Gartner, William (2009) Understanding Entrepreneurial
Exit During Organization Emergence: An Integration of Strategic and
Behavioral Perspectives. Original paper presented at the *Kauffman/Babson
Entrepreneurship Research Conference*, Babson, MA.

Liao, Jianwen & Ye, Qian (2009) Venture Gestation Process and Firm
Emergence: A Configurational Approach. Original paper presented at the
Kauffman/Babson Entrepreneurship Research Conference, Babson, MA.

Liao, Jianwen & Gartner, William (2008) Venture Planning and Gestation Process: An Empirical Investigation of Nascent Entrepreneurs. *Paper presented at the 5th Kauffman Foundation Symposium of Panel Study of Entrepreneurial Dynamics*, Greenville, SC.

Liao, Jianwen., Kickul, Jill & Ma, Hao (2008) Organizational Dynamic Capability and Innovation: an Empirical Examination of Internet Firms. Invited presentation at the *Fourth Annual Office Depot/Kauffman Foundation Research Forum on Entrepreneurship and Innovation*. Florida Atlantic University. (April, 2008, Ft Lauderdale, FL)

Liao, Jianwen & Honig, Benson. (2008) Institutional Isomorphism and Environment Uncertainty, Venture Planning (with Benson Honig) Paper to be presented at the *Kauffman/Babson Entrepreneurship Research Conference*. University of North Carolina, Chap Hill

Liao, Jianwen & Gartner, William (2008) Are Planners Doers? Pre-venture Planning and the Startup Behaviors of Entrepreneurs in the PSED. (with Bill Gartner). Paper presented at the *Kauffman/Babson Entrepreneurship Research Conference*. University of North Carolina, Chap Hill

Liao, Jianwen., Pistrui, David & Jacobius, Tom (2008) Innovation across Campus: An Interdisciplinary Approach to Entrepreneurship Education at IIT. *Proceedings of the Annual Conference of the United States Small Business and Entrepreneurship (USASBE)*, (San Antonio, TX)

Liao, Jianwen (2007) The Effect of Pre-venture Plan Timing and Perceived Environmental Uncertainty on the Persistence of Emerging Firms. *Paper presented at the 9th West Lake International Conference on Small and Medium-Sized Business*. (HangZhou, China).

Liao, Jianwen & Gartner, William (2007) Behavioral Precursors to Pre-venture Plan Formalization. *Paper presented at the 4th Kauffman Foundation Symposium of Panel Study of Entrepreneurial Dynamics*, Charleston, SC.

Liao, J. Li, Jun (2007) Team Homogeneity and Homophly: Untangling Startup Teams. *Proceedings of the Midwest Academy of Management Conference*. Kansas City, Kansas

Liao, Jianwen., Pistrui, David., Welsch, Harold (2007) Environmental Uncertainty, Gestation Activities and Firm Emergence. *Proceedings of the Annual Conference of International Council for Small Business (ICSB)*. Turku, Finland.

Liao, Jianwen & Li, Jun (2007). Founding Team Characteristics, Environmental Uncertainty and New Venture Creation: A Study of Nascent Ventures. *Strategic Management Society Conference*. San Diego, California

Liao, Jianwen & Gartner, William (2005) The Effects of Pre-Venture Plan Timing and Uncertainty on the Survival of Emerging Firms. *Paper presented at the Nascent Entrepreneurship: The Hidden Potential Conference*, Durham, UK.

Murphy, Patrick., Liao, Jianwen & Welsch, Harold (2005) Conceptual History of Entrepreneurial Thoughts. *Best Paper Proceedings of the Annual Meeting of the Academy of Management, 2005*. (Honolulu, Hawaii).

Liao, Jianwen & Gartner, William (2005) Making Sense and Cents Making in Pre-Venture Business Planning: Evidence from the Panel Study of Entrepreneurial Dynamics. *Original paper presented at Kauffman/Babson Research Conference, 2005* (Boston, MA)

Liao, Jianwen & Kickul, Jill (2005) An immersion into the Dynamic Capability Model of Innovation: An Empirical Test Involving Entrepreneurs. *Proceedings of the Annual Conference of the United States Association of Small Business and Entrepreneurship*. Indian Wells, California

Liao, Jianwen., Welch, Harold (2005) Success Factors among Philippine Entrepreneurs. *Proceedings of the Annual Conference of the United States Association of Small Business and Entrepreneurship (2005)*, Indian Wells, California (with Harold Welsch)

Liao, Jianwen., Welch, Harold & Tan, Weeliang (2004) Family Business Succession Plan: the Effect of Paternalism and Professionalism. *Proceedings of the Annual Meeting of Decision Science Institute*. (Boston, MA).

Murphy, Patrick., Liao, Jianwen & Welsch, Harold (2004) Paths of Entrepreneurship Research: An Epistemological Analysis. *Paper presented at the Third Movements of Entrepreneurship Publication Workshop*. Stockholm, Sweden

Stonebraker, Peter & Liao, Jianwen (2004) Supply Chain Configuration: A Typological Approach. *Proceedings of the Production and Operation Management Society (POMS) Cancun, Mexico*

Liao, Jianwen., Welsch, Harold & Moutray, Chad (2004) Entrepreneurial Discontinuance and the Start-up Resources of Nascent Entrepreneurs. *Proceedings of the 18th Annual Conference of the United States Association for Small Business and Entrepreneurship*, Dallas, Texas

Liao, Jianwen & Welsch, Harold (2003) Patterns of Venture Financing: The Case of Chinese Entrepreneurs. *Proceedings of the Annual Conference of Academy of Entrepreneurship Financing*. Chicago, IL (May, 2003)

Stonebraker, Peter & Liao, Jianwen (2003) Toward an Integrative Model of Supply Chain Management: Product Life Cycle and Environmental Variables. *Proceedings of the Annual Conference of Production and Operation Management Society (POMS)*, Atlanta, Georgia

Liao, Jianwen & Welsch, Harold (2003) Exploring The Venture Creation Process: Evidence from Tech and Non-Tech Nascent Entrepreneurs. Paper presented at 23rd Babson-Kauffman Entrepreneurship Research Conference. Babson Park, MA.

Stonebraker, Peter & Liao, Jianwen (2003) Environmental Turbulence, Strategic Orientation: Toward an Integrated Model of Supply Chain Integration. *Proceedings of the Annual Conference of Midwest Academy of Management*. St. Louis, MO.

Liao, Jianwen (2003) Entrepreneurial Commitment, Motivation and Growth Aspiration: the Case of Chinese Entrepreneurs. Original paper to be presented at the 16th Annual Conference of United States Association for Small Business and Entrepreneurship. (USASBE), 2003. Hilton Head Island, South Carolina

Liao, Jianwen (2002) Absorptive Capacity and Organizational Responsiveness: The Case of SMEs. *Proceedings of the Annual Conference of Decision Science Institute*. San Diego, CA 2002

Liao, Jianwen & Welsch, Harold (2002) The Temporal Patterns of Venture Creation Process: An Exploratory Study. Paper presented at 22nd Babson-Kauffman Entrepreneurship Research Conference, Boulder, Colorado. Full paper was published at *Frontier of Entrepreneurship Research*.

Liao, Jianwen & Welsch, Harold (2002) Entrepreneurial Intensity: An Emerging Construct. *Proceedings of the 15th Annual Conference of US Association for Small Business and Entrepreneurship*.(USASBE), Reno, Nevada

Liao, Jianwen & Welsch, Harold (2001) Social Capital and Growth Aspiration: The Role of Entrepreneurial Networks in Technology-Based New Ventures. The 22st Babson-Kauffman Entrepreneurship Research Conference, Full paper publication at *Frontiers of Entrepreneurship Research*. Glasgow, UK

Liao, Jianwen & Welsch, Harold (2001) Roles of Social Capital in Venture Creation: Key Dimensions and Research Implications. Paper presented at *the Annual Meeting of Academy of Management*. Washington D.C.

Liao, Jianwen & Stoica, Michael & Welsch, Harold (2001) Absorptive Capacity and Firm Responsiveness: An Empirical Investigation of Growth-Oriented Firms. *Proceedings of the 14th Annual Conference of US Association for Small Business and Entrepreneurship*.(USASBE), Orlando, FL

Liao, Jianwen & Welsch, Harold (2000) Roles of Social Capital in Venture Creation: Key Dimensions and Research Implications. Original paper presented at Greif Symposium on Emerging Organizations, *Lloyd Greif Center for Entrepreneurial Studies of University of Southern California*, (November 9 – 11).

Liao, Jianwen & Stoica, Michael & Welsch, Harold (2000) Modeling SME Performance: An Analysis of Industry Structure, SMEs' Strategy, and Organizational Structure. Paper presented at *Babson/Kauffman Entrepreneurship Research Conference*, Babson, MA.

Liao, Jianwen & Stoica, Michael & Welsch, Harold (2000) Is Organizational Culture a Good Predictor of SME Information Processing? *Proceedings of the 13th Annual Conference of US Association for Small Business and Entrepreneurship*.(USASBE), San Antonio, TX

Liao, Jianwen & Pistrui, David & Welsch, Harold (1999) Individual and Infrastructure Determinants of Entrepreneurial Growth: What Matters More? *Proceedings of the International Conference of Small Business Management (ICSB)*. Napel, France.

Liao, Jianwen & Pistrui, David & Welsch, Harold (1999) Internal and External Predictors of Entrepreneurial Growth: An Empirical Investigation of the Moderating Effects of Infrastructure Elements. *Proceedings of the 12th Annual Conference of US Association for Small Business and Entrepreneurship*.(USASBE), San Diego, CA.

Liao, Jianwen & Pistrui, David & Welsch, Harold (1999) Entrepreneurial Orientation and Family Forces in the New Germany: Similarities and

Differences Between East and West German Entrepreneurs. *Proceedings of RENT XIII Research in Entrepreneurship and Small Business*, Germany

Liao, Jianwen & Pistrui, David & Welsch, Harold (1998) Entrepreneurial Expansion Plans: An Empirical Investigation of Infrastructure Predictors. *Proceedings of RENT XII Research in Entrepreneurship and Small Business*, Lyons, France

Liao, Jianwen (1998) Corporate Restructuring During the 1980s: An Empirical Investigation of Its Antecedents and Consequences. *Proceedings of the Annual Meeting of National Academy of Management*, San Diego, CA

Liao, Jianwen & Zhao, Jun (1998) Business Scope, Business Relatedness and Firm Profitability: The Effect of Corporate Refocusing. *Proceedings of the Annual Meeting of National Academy of Management*, San Diego, CA

Zhao, Jun., Liao, Jianwen & Ponce de Leon, Jesus (1997) Resource-based View: An Emerging Paradigm for Strategy? *Proceedings of National Academy of Management*, Boston, MA

Liao, Jianwen & Stubbart, Charles (1996) Corporate Restructuring and Performance: Do All Restructuring Activities Create Value? *Proceedings of Annual Meeting of Southern Management Association*. New Orleans, LA

Liao, Jianwen & Mypoi, Richard (1996) Asset Specificity, Efficiency Boundary and Vertical Disintegration. *Proceedings of 39th Annual Meeting of Midwest Academy of Management*, South Bend, IN

Liao, Jianwen & Zhao, Jun (1996) Strategic Changes and Strategic Persistence: An Inter-organizational Network Perspective. *Proceedings of the 39th Annual Meeting of Midwest Academy of Management*, South Bend, IN

Liao, Jianwen (1995) Technology and Competitive Advantages: Toward an Integrated Theoretical Model. *Proceedings of the 26th National Conference of the Decision Sciences Institute*. Boston, MA (1995)

Liao, Jianwen (1995) Strategic Management of Technology: A Literature Review. *Proceedings of the 26th Annual Meeting of Midwest Decision Science Institute*, St. Louis, MO. (1995)

Liao, Jianwen & Song, Haidong (1995) A Typology of MNCs' Information System Development Strategy. *Proceedings of The 24th*

Annual Meeting of the Western Decision Science Institute, San Francisco, CA (with H. Song, 1995)

Liao, Jianwen (1995) Measuring Strategic Performance: A Critical Review. *Proceedings of the 38th Annual Meeting of Midwest Academy of Management, St. Louis, MO.*

Liao, Jianwen (1995) Institutional Influences on Information Technology Adoption *Proceedings of the 38th Midwest Academy of Management, St. Louis, MO.*

Liao, Jianwen (1995) Construct Ambiguity in Organization Theorizing: Advantages or Disadvantages? *Proceedings of the 38th Annual Meeting of Midwest Academy of Management, St. Louis, MO.*

Liao, Jianwen & Song, Haidong (1994) Information System Planning: A Typology. *Proceedings of the 25th Meeting of Midwest Decision Science Institute, Cleveland, OH.*

Liao, Jianwen (1994) Information Technology Investment: An Institutional Perspective. *Proceedings of 25th Annual Meeting of National Decision Science Institute, Hawaii.*

Liao, Jianwen (1994) A Theoretical Model of Business Strategy and Information System Planning. *Proceedings of 25th Annual Meeting of National Decision Science Institute, Hawaii.*

Liao, Jianwen & Song, Haidong (1994) Toward A Theoretical Model of Information System Development in MNCs. (Table Topics) *Proceedings of 25th Annual Meeting of National Decision Science Institute, Hawaii.* (with H. Song, 1994)

Liao, Jianwen & Mypoi, Richard (1994) Schooling of Organization Theory: The Second Day of School. *Proceedings of the Second Organizational Studies Doctoral Conference, Seattle, WA.*

Liao, Jianwen & Mypoi, Richard (1994) Process of Formation of International Strategies: A Multidisciplinary Approach. *Proceedings of the Second Organizational Studies Doctoral Conference 94 (Seattle, WA)*

PROFESSIONAL SERVICES

Editorial Board

- *Journal of Small Business Management.* (December 2009 – Present)
- *Journal of Leadership and Organizational Studies.* The official journal of Midwest Academy of Management (March, 2008 – Present).

Journal Guest Editor, Reviewers and others

- Ad hoc reviewer, *International Journal of Entrepreneurship and Innovation Management* (March 08)
- Guest editor, *International Journal of Organization Analysis* (June 2008)
- Ad hoc reviewer of *Journal of Business Venturing* (07, 08, 09)
- Reviewers of the *National Academy of Management Conference* (95 - 09)
- Reviewer for the Conference of the *International Association of Chinese Management Association* (Nov 2007)
- Ad hoc reviewer for *Journal of High Tech Management Research* (2004, 2005, 2006)
- Guest Editor, "Methodology and Measurement in Entrepreneurship Research." *Journal of Enterprising Culture* (September, 2005)
- Ad hoc review for *Journal of Small Business Management* (2004, 2005, 2006, 2007, 2008, 2009)
- Ad hoc reviewer for *Entrepreneurship Theory and Practice* (2004, 2005, 2006, 07, 08, 09, 10).
- Regional Advisory Board, United States Small Business Administration (May 2003-)
- Panel Chair, "Practitioners' View of Useful Entrepreneurship Research." The 17th Annual Conference of United States Small Business and Entrepreneurship (USASBE), Hilton Island, SC (January, 2003)
- Founding Member of International Association for Chinese Management Research (IACMR) (2001)
- Session Chair, Entrepreneurship Division, Academy of Management Conference, Washington D.C. 2001
- Served on the business advisory board of college business publication division of Houghton Mifflin Publishing, 2000
- Invited Guest Reviewer for the *Journal of Developmental Entrepreneurship*, 1999, 2001, 2002
- Paper reviewer for USASBE (1999 – 2008)
- Paper reviewer for Midwest Academy of Management (1994 – 08)

Dissertation Committee

- Dissertation Committee Member. Robert Fuller, Oregon State University (2004 – 2008).
- Dissertation Committee, David Pistrui, Department of Applied Economics, University of Barcelona (2003)

External Services

- Tenure External Reviewer, David Choi, Loyola University (2008)

- Regional Advisory Board. United States Small Business Administration (2001 – present)
- Program Chair (2008 -), Venture Financing Division, *United States Small Business and Entrepreneurship*
- Panelist, IIEE Young Entrepreneurs Conference (Chicago, IL), May, 2008
- Member of Organizing Committee, the 9th West Lake International Conference of Small and Medium-sized Enterprises. (Hang Zhou, 2007).

Commissioned Projects

- Coleman Foundation Program Assessment Project (2007). Built on Logic Model, I developed an online program assessment system that enables Coleman Foundation to standardize grant application and grant evaluation processes. (in collaboration with David Pistrui).
- United Small Business Administration (2006-2007). Commissioned report on analyzing the effect of Business Planning on Venture Creation based on Panel Study of Entrepreneurial Dynamics.

UNIVERSITY SERVICES

- Coached two students (Ryan Witthans, an undergraduate in Chemistry and Shabab Amiruddin, a doctoral student from Biomedical) to participate in the International Business Plan Competition at University of San Francisco. The business plan explores the opportunity of developing a fiber-optic blood sensor that monitors patients' conditions in real time, eliminating the need for time-consuming and expensive repeated blood tests. It won “*Microsoft Technology Pioneer*” award (April 2008).
- IIT Motorola Business Plan Advisor (Spring 2008)
- IIT PRO/EnPRO Business Plan Judge (2006, 2007)
- Coached and led two student teams from Illinois Institute of Technology to participate in “Ideas to Products” I2P Business Opportunity Competition hosted at St. Louis University. Both teams were the finalists among teams from other 12 universities (March 9, 2007).

Committees

- Committee Member, Search Committee of Athlete Director (Feb 2010 – June 2010)
- Committee member, Undergraduate Curriculum Committee (August 08 -)
- Committee member, Sustainable Innovation Theme, IIT (May, 09 -)
- Committee member, Master of Public Administration Review Committee, Stuart School of Business, IIT (March, 09 -)

- Committee member of Joint-Degree on Intellectual Properties (Kent School of Law and Stuart Business School. (March 08 -)
- Cross Campus Entrepreneurship Initiative Committee (October 2007 – present)
- Research Committee, Stuart School of Business (August, 2007 -)
- Technology Entrepreneurship Curriculum Committee, Stuart School of Business (September 2007 - present)
- Committee member, EMBA/MBA curriculum, IIT (September 2006 – present)
- Committee member, Reviewing and restructuring entrepreneurship program, IIT (September, 2006)
- Committee Member of NEIU Outcome Assessment Task Force (2004 – May 2006)
- Member of Department Search and Screen Committee (2005 – present)
- Member of NEIU COR Grant Award Committee (2003 - 2005)
- Committee Member, Graduate School Advisory Committee (2002 – present)
- Student Research Advisor (Joyce Zou): Family Succession Plan: The Effect of Paternalism and Entrepreneurialism (2004)
- Student Research Advisor (Daniel Kusic): The Key Success Factors of Small Business: A Case study (2003)
- Member of Research Committee, Department of Management and Marketing, NEIU, 2001 – present
- Member of Search and Screen Committee, Department of Management and Marketing, NEIU, 2001 – 2003
- Curriculum Chair, Department of Management, Robert Morris College (1997 – 1998)

INVITED

PRESENTATIONS/SPEECHES/TV APPEARANCES

- Keynote Speech, “Financial Crisis and Strategic Transformation” Xi’An High Tech Economic Development Zone (July 31, 09)
- Keynote Speech, “Challenges of Chinese Disruptive Innovators” Shanghai MNC Expatriates Forum (June 23, 2009)
- Keynote speech, “Financial Crisis and Strategic Transformation of Chinese Firms” CNBC China (March 26, 2009)
- Keynote Speech, “Mindsets of Strategic Innovation”, CKGSB Forum Shanghai (March 26, 2009)
- Invited panelist, “Dialogue” CCTV 9. Commenting on the big three automakers seeking US government bailout (December 1, 08)
- Keynote speaker, “How do Chinese Cost Innovation Disrupting Global Competition” Northeastern Illinois University (Feb, 2008)

- Panel Discussant “Disruptive Innovations” CNBC, China (September 2006)
- Panelist, “Strategic Decision” TV program on CNBC China, (January 2006)
- Invited presentations at the *first Kaufmann/Clemson Symposium on Panel Study of Entrepreneurial Dynamics* (November, 2004).
- Doing Business with Chinese. Invited workshop for the government agencies of Bahamas, including Ministry of Foreign Affairs, Bahamian Port Authority and Bahamas Bureau of Tourism (June 21, 2004).
- China: Business Opportunities and Challenge. Invited presentation delivered at the *NEIU Ninth Annual Asian American Heritage Week* (April, 2004)
- Chinese Management Style. Invited presentations delivered at *the NEIU Second Asian International Business Conference*. (February, 2003)
- Identifying and Managing Disruptive Technology. Invited presentation at Andersen Consulting (now Accenture) Worldwide Headquarter, Chicago. (February, 2000)

PROFESSIONAL AFFILIATION

- The Academy of Management (AOM): Business Policy & Strategy, Entrepreneurship and Technological Innovation Division
- United States Association of Small Business and Entrepreneurship (USASBE)
- Strategic Management Society (SMS)
- Founding member of International Association for Chinese Management Research (IACMR)

PROFESSIONAL DEVELOPMENT

- Qualitative Comparative Analysis (QCA), Research seminar at Virginia Commonwealth University (May 11 – 13, 09)
- Sedona Training (March 13, 2009)
- Stanford University Technology Entrepreneurship Program (Oct 22 – 24, 2006)
- Experiential Classroom IV, Program in Entrepreneurship and Emerging Enterprises, Syracuse University (September 18 – 21, 2003)
- Case Development Seminar, Harvard Business School (Nov., 2002)
- Case Teaching Seminar, Harvard Business School (May, 1998)
- Certified data miner, SPSS Clementine® (March 1999)

GRANTS FOR PROGRAM DEVELOPMENT

- \$750,000 from Coleman Foundation in support of entrepreneurship program development across science, design, architecture (with David Pistrui) (2006)
- \$ 1.3 million from Kern Family Foundation in support of infusing entrepreneurship program across the engineering and science program at IIT (with David Pistrui) (2008)

RESEARCH GRANTS

- Financing the emerging firm: An exploratory study. (\$30,000). Research grant proposal submitted to *United States Small Business Administration* (with Bill Gartner, Casey J. Frid)
- Summer Research Grant. \$10,000. *Stuart School of Business, Illinois Institute of Technology* (May, 2008)
- Received \$30,000.00 research grant for the proposal of “Business Planning and Start-up Behaviors: An Exploratory Study” from *the United States Small Business Administration* (June 2007)
- Received \$20,000.00 research grant from *US Small Business Administration* for the proposal of “Business planning and venture Emergence” (June 2006)
- Received \$5000.00 curriculum development from *Coleman Foundation* (August 2006)
- Received research grant for Research Community Award (\$5,000) from *NEIU Foundation* 2004.
- Received *NEIU Committee on Organized Research (COR)* Grant for the amount of \$2700 (2003 - 2004)
- Received *NEIU Committee on Organized Research (COR)* Grant for the amount of \$3000 (2002 – 2003)
- Received *Coleman Foundation Research Grant* (\$3,000) for a White Paper on Historical Evolution of Entrepreneurship Research, 2003
- Received *Coleman Foundation Research Grant* (\$8,000) for a White Paper on Business Failures and Dissolution, 2002
- Received *Coleman Foundation Research Grant* (\$5,000) for a White Paper on Entrepreneurial Growth Strategy 2001
- Received *Coleman Foundation Research Grant* (\$20,000.00) for the Panel Study of Entrepreneurial Dynamics (1999)
- Received a renewed research grant for \$4,500.00 (Jan. 1996) from *Office of Research and Development Administration at Southern Illinois University*. By adopting the Case study approach, this research project aims to survey the managerial decision making process during corporate restructuring period.
- Received *Dissertation Research Grant* for \$10000.00 (April 1995) from Graduate School, Southern Illinois University at Carbondale.

- Received Special Research Grants, *Office for Research and Development Administration (ORDA), SIUC* (December 1995). The research project aims to investigate the influences of different corporate restructuring strategies on firms' performance (\$ 8,638.00). (Co-principal investigator with Dr. Stubbart).
- Received a competitive summer research grant from *Pontikes Center for Management of Information, Southern Illinois University at Carbondale*, effective Mar. 1995 (\$1,400.00). The project was a continuation of the project funded by the center at summer 1994). It focused on empirical validation of the institutionalized IT investment model.
- Received a competitive research grant from *Pontikes Center for Management of Information, Southern Illinois University at Carbondale*, effective Summer 1994 (\$ 3000.00). The research project aims to construct a theoretical model for the effect of institutional isomorphism on information technology investment. The research findings were presented at the External Advisory Board Meeting, *Pontikes Center for Management of Information, SIUC*.

AWARDS

- Outstanding Reviewer Award (2008 – 2009), *Journal of Business Venturing*
- Faculty Excellence in Graduate Teaching, Illinois Institute of Technology (2007 - 2008)
- Faculty Excellence Award in Research. Northeastern Illinois University (2004 – 2005)
- Faculty Excellence Award in Research. Northeastern Illinois University (2003 – 2004)
- Faculty Excellence Award in Research. Northeastern Illinois University (2002 – 2003)
- Dean's Recognition for Teaching Excellence, Hong Kong University of Science and Technology (2001)
- Best Empirical Paper Award from *the 14th Annual Conference of US Association for Small Business and Entrepreneurship (USASBE)*, Orlando, FL (with Harold Welsch, Michael Stoica, 2001)
- Outstanding Teaching Award from Robert Morris College, 1998.

REFERENCE

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