

DENNIS M. GARVIS

Professor, Business Administration Department
Williams School of Commerce, Economics, and Politics
Washington and Lee University
Lexington, Virginia 24450

DEGREES

Georgia State University, Robinson College of Business.

Doctor of Philosophy (Major Field: Strategic Management. Concentrations: Operations Management and International Management), May, 2000

The University of Iowa, College of Law.

Juris Doctor, with Distinction, December, 1985

The University of Iowa, Tippie College of Business.

Bachelor of Business Administration (Major: Economics), May, 1982

ACADEMIC EXPERIENCE

Washington and Lee University, Lexington, Virginia.

Williams School of Commerce, Economics, and Politics

Ehrick Kilner Haight, Sr. Term Professor, 2009-2012

Head, Business Administration Department, 2006-2012

Professor, 2011-Present

Associate Professor, 2004-2011

Assistant Professor, 1998-2004

Georgia State University, Atlanta, Georgia.

Robinson College of Business

Instructor, Undergraduate Program, 1993-1998

Graduate Teaching Assistant, Executive MBA Program, 1996-98

University of Missouri -- Kansas City, Kansas City, Missouri.

Bloch School of Business and Public Administration

Instructor, 1991

OTHER PROFESSIONAL EXPERIENCE

Attorney, Morrison & Hecker, Kansas City, Missouri.

1985 - 1989 and 1991 – 1993

Practice Areas: Corporate Bankruptcy and Business Failure

Judicial Clerk, Judge Arthur B. Federman, U.S. Bankruptcy Court, Kansas City, Missouri.

1989 - 1991

PUBLICATIONS

Refereed

- 2010 Ballenger, R. and Garvis, D.M. Student Usage of Instructional Technologies: Differences in Online Learning Styles. Information Systems Education Journal.
- 2009 Garvis, D.M. Does Firm Size Matter in Corporate Governance? An Exploratory Examination of Bebchuk's Entrenchment Index. Competition Forum.
- 2009 Johnson, L.P.Q. and Garvis, D.M. Are Corporate Officers Advised About Fiduciary Duties? The Business Lawyer.
- 2009 Ballenger, R. and Garvis, D.M. Instructional Technology in Business Education: An Examination of Online Learning Styles. Journal of the North American Management Society. (Best Paper Award, Teaching Track, Annual Meeting of the North American Management Society).
- 2006 Does Governance Matter in Smaller Firms? The Effects of Firm Size on Corporate Governance in U.S. Listed Companies. Papers of the 4th International Conference on Corporate Governance, Birmingham Business School, University of Birmingham, Birmingham, England.
- 2005 Ballenger, R. and Garvis, D.M. Assessment of Web-based Instructional Technologies: A Methodology to Identify Patterns in Student Usage of Learning Management Systems, with Dr. Robert Ballenger. Proceedings of the 22nd Annual Meeting of the AoM/IAoM (Association of Management/International Association of Management).
- 2004 Hoover, S. and Garvis, D.M. Reported Earnings, Compensation, and Incentives to Misrepresent: A Model of Executive Behavior. Proceedings of the American Society of Business and Behavioral Sciences.
- 2003 Garvis, D.M., Ireland, R.D. and Zahra, S.A. Characteristics and Outcomes of Entrepreneurial Collaborations. Management Research.
- 2003 Garvis, D.M. Internal and External Influences on New Product Development Partnerships. Proceedings of the American Society of Business and Behavioral Sciences.
- 2001 Garvis, D.M. Characteristics of Entrepreneurial Collaborations: The Effects of Innovativeness and Risk on Partnership Success and Partner Satisfaction. Proceedings of the Eastern Academy of Management.
- 2000 Zahra, S.A. and Garvis, D.M. International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility. Journal of Business Venturing.
- 1998 Zahra, S.A. and Garvis, D.M. International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility. Proceedings of the Annual Meeting of the Academy of Management.
- 1998 Garvis, D. M. and Bogner, W.C. Structure Decisions and the Multinational Enterprise: A Dynamic Competence Perspective. Proceedings of the Annual Meeting of the Strategic Management Society.

- 1992 Garvis, D.M. Gagging the Creditors: Improper Restrictions Upon Communications Between Creditors in Chapter 11 Reorganizations. Proceedings of the Annual Meeting of the Academy of Legal Studies in Business.
- 1992 Garvis, D.M. and Koger, F. If at First You Don't Succeed, . . . : An Alternative Remedy after United States v. Nordic Village. American Bankruptcy Law Journal.

Book Chapters

- 2005 Zahra, S.A. and Garvis, D.M. International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility, in *Corporate Entrepreneurship*, Zahra, S.A., ed. Edward Elgar, Cheltenham, UK & Northampton, MA.
- 1999 Zahra, S.A., George, G., and Garvis, D.M. Networks and Entrepreneurship in Southeast Asia: The Role of Social Capital and Membership Commitment, in *Business Networks in Asia: Promises, Doubts, and Perspectives*, Richter, F-J., ed. Quorum Books, Westport, CT.
- 1997 Zahra, S.A., Zay, T.C., and Garvis, D.M. Downsizing and Shareholder Value Creation, in *Significant Issues Facing Directors: 1997*, Directorship, Inc., Greenwich, CT.

PRESENTATIONS

- 2010 Are Corporate Officers Advised about Fiduciary Duties? – Final Results and Conclusions from a Survey of Inside Counsel. Annual Meeting of the Midwest Academy of Legal Studies in Business, Chicago, Illinois.
- 2010 Opportunity at the Bottom of the Pyramid: A Comparative Examination of Cuba and Jamaica (working paper presentation with Dr. Sandra Reiter). Annual Meeting of the North American Management Society, Chicago, Illinois.
- 2009 Does Firm Size Matter in Corporate Governance? An Exploratory Examination of Bebchuk's Entrenchment Index. Annual Meeting of The American Society for Competitiveness, Washington, DC.
- 2008 Advising Corporate Officers of Fiduciary Duties: Legal Standards and Empirical Evidence. Annual Meeting of the Midwest Academy of Legal Studies in Business, Chicago, Illinois.
- 2006 Instructional Technology in Management Education: An Empirical Examination of Online Learning Styles (with Dr. Robert Ballenger). Annual Meeting of the Academy of Management, Atlanta, Georgia.
- 2006 Does Governance Matter in Smaller Firms? The Effects of Firm Size on Corporate Governance in U.S. Listed Companies. 4th International Conference on Corporate Governance, Birmingham Business School, University of Birmingham, Birmingham, England.
- 2005 Assessment of Web-based Instructional Technologies: A Methodology to Identify Patterns in Student Usage of Learning Management Systems (with Dr. Robert Ballenger). Annual Meeting of the AoM/IAoM (Association of Management/International Association of Management), Norfolk, Virginia.
- 2005 Effective Corporate Governance of Small to Medium Firms; A Research Agenda. Annual Meeting of the AoM/IAoM (Association of Management/International Association of Management), Norfolk, Virginia.

- 2004 Expanding Accountability; The Development of a Corporate Governance Database for Small to Medium US Firms. 7th International Conference on Corporate Governance and Board Leadership, Henley Management College, Henley-on-Thames, England.
- 2004 Director Compensation: An International Survey of Incentives Paid to Board Members of Publicly-Held Corporations. Annual Meeting of the American Society of Business and Behavioral Sciences, Las Vegas, Nevada.
- 2004 Reported Earnings, Compensation, and Incentives to Misrepresent: A Model of Executive Behavior (with Dr. Scott Hoover). Annual Meeting of the American Society of Business and Behavioral Sciences, Las Vegas, Nevada.
- 2003 Antecedents to Ineffective Governance; The Effects of CEO and Director Compensation on Financial Restatements in U.S. Companies. 6th International Conference on Corporate Governance and Board Leadership, Henley Management College, Henley-on-Thames, England.
- 2003 Effects of the NYSE Corporate Governance Proposal; A Multi-Disciplinary Approach. Annual Meeting of the American Society of Business and Behavioral Sciences, Las Vegas, Nevada.
- 2003 Internal and External Influences on New Product Development Partnerships. Annual Meeting of the American Society of Business and Behavioral Sciences, Las Vegas, Nevada.
- 2002 Levels of Entrepreneurship: The Role of Inter-firm Entrepreneurial Collaboration (with Dr. R. Duane Ireland). Babson-Kauffman Entrepreneurship Research Conference, Boulder, Colorado.
- 2001 Characteristics of Entrepreneurial Collaborations: The Effects of Innovativeness and Risk on Partnership Success and Partner Satisfaction. Annual Meeting of the Eastern Academy of Management, New York, New York.
- 1998 International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility (with Dr. Shaker A. Zahra). Annual Meeting of the Academy of Management, San Diego, California.
- 1996 Structure Decisions and the Multinational Enterprise: A Dynamic Competence Perspective (with Dr. William C. Bogner). Annual Meeting of the Strategic Management Society, Phoenix, Arizona.
- 1995 An Empirical Test of the Hypercompetition Concept in the Wireless Communications Industry (with Dr. William C. Bogner). Annual Meeting of the Strategic Management Society, Mexico City, Mexico.
- 1995 Why Do Firms File Chapter 11? An Integration of Law and Strategic Management. Annual Meeting of the Academy of Legal Studies in Business, Milwaukee, Wisconsin.
- 1995 Alternative Discounted Cash Flow Analysis in Bankruptcy. Annual Meeting of the Midwest Business Law Association, Chicago, Illinois.
- 1994 Proper Application of Economic Present Value Calculation of Secured Claims in Contested Chapter 11 Proceedings. Annual Meeting of the Academy of Legal Studies in Business, Dallas, Texas.

- 1992 Gagging the Creditors: Improper Restrictions Upon Communications Between Creditors in Chapter 11 Reorganizations. Annual Meeting of the Academy of Legal Studies in Business, Toronto, Canada.
- 1992 Ignorance is Bliss: The Failure of the Courts to Recognize Constitutional Principles in the Interpretation of the Bankruptcy Code. Annual Meeting of the Midwest Business Law Association, Chicago, Illinois.
- 1991 Earning a Pension Exemption in Bankruptcy: A Proposed Application of the Exemption Provisions of the Consumer Credit Protection Act for Individuals in Bankruptcy. Annual Meeting of the Academy of Legal Studies in Business, Portland, Maine.
- 1991 The Effects of Bankruptcy on Marriage Dissolution Proceedings. Annual Meeting of the Missouri Bar, Kansas City, Missouri.

CO-AUTHORED PAPERS PRESENTED BY OTHERS

- 2009 Student Usage of Instructional Technologies: Differences in Online Learning Styles (presented by Dr. Robert Ballenger). Information Systems Educators Conference (ISECON), Washington, D.C.
- 2009 Instructional Technology in Business Education: An Examination of Online Learning Styles (presented by Dr. Robert Ballenger). Annual Meeting of the North American Management Society, Chicago, Illinois.
- 1998 Characteristics and Outcomes of Entrepreneurial Collaborations -- The Moderating Effects of Interfirm Trust (presented by Dr. R. Duane Ireland). Annual Meeting of the Strategic Management Society, Orlando, Florida.
- 1991 Trends in the Bankruptcy Decisions of the 1990-91 Term of the Supreme Court (presented by Judge Frank W. Koger). Annual Meeting of the National Conference of Bankruptcy Judges.
- 1990 Discharge and Dischargeability (presented by Judge Frank W. Koger). Annual Meeting of the Commercial Law League.
- 1989 The Seventh Amendment and Bankruptcy Court Jurisdiction (presented by Judge Frank W. Koger). Annual Meeting of the Commercial Law League.
- 1989 Right to Jury Trial in Bankruptcy Proceedings (presented by Judge Karen M. See). Midwest Bankruptcy Institute.

PANELS

- 2008 Panel Participant, Washington and Lee Economic Crisis Forum, Lexington, Virginia.
- 1995 Chair and Panel Organizer, Nontraditional Legal Research: An Integration of Legal and Social Science Research Methods. Annual Meeting of the Academy of Legal Studies in Business, Milwaukee, Wisconsin.

PROFESSIONAL AFFILIATIONS

Academy of Legal Studies in Business
International Statistics Institute

SERVICE

University Service

- 2013-2020 Course Coordinator, Applied Statistics, Williams School
- 2013-14 Member, Ad Hoc Committee to Review WLU Intellectual Property Policy
- 2011-12 Member, Ad Hoc Committee for the Roger Mudd Center for Professional Ethics
- 2006-2012 Department Head, Business Administration Department, Washington and Lee University.
- 2008-10 Member, University Library Committee, Washington and Lee University.
- 2008-10 Member, Faculty Review Committee, Washington and Lee University.
- 2008-10 Faculty Representative, Board of Trustees, Washington and Lee University.
- 2008-9 Co-chair, Committee on Socio-Economic Diversity, Washington and Lee University.
- 2007 Facilitator, "Exporting American Norms: Values, Honor, and Controversy in U.S. Foreign Policy" Institute of Honor, Washington and Lee University.
- 2007 Member, University Provost Search Committee, Washington and Lee University.
- 2007 Member, Undergraduate Advising Task Force, Washington and Lee University.
- 2004 Member, Williams School Ad Hoc Committee for Annual Faculty Evaluation.
- 2004 Member, Ad Hoc Committee for the Study of Revenue Enhancement, Washington and Lee University.
- 2004 Facilitator, "Reform of Corporate Governance: Lessons from the Honor System," Institute of Honor, Washington and Lee University.
- 2004 Participant, NITLE Conference on New Learning Spaces, Vassar College.
- 2002-2005 Member, Faculty Executive Committee, Washington and Lee University.
- 1999-2005, 2007-9 Faculty Leader, Students Investments Trip, Williams School, Washington and Lee University.
- 2001-2003 Member, Watson Fellowship Committee, Washington and Lee University.
- 2002-2006, 2008 Faculty Supervisor, R.E. Lee Scholars, Washington and Lee University.
- 2003 Member, Dean of Students Search Committee, Washington and Lee University.
- 2002 Member, Ad Hoc Committee to Study Student Affairs, Washington and Lee University.
- 2002 Member, Strategic Planning Group, Williams School, Washington and Lee University.
- 2001 Member, Summer Scholars Faculty, Washington and Lee University.
- 2000 Member, Teaching and Learning Resource Group, Washington and Lee University.

Professional Service

- 1999-2020 Board of Reviewers, Journal of Legal Studies Education.
- 2014-16, 2020-present Panel of Reviewers, Fulbright Specialist Program for Academics and Practitioners
- 2010 External Reviewer, Economics and Business Major, Hollins University.
- 2009 Reviewer, Information System Educators Conference (ISECON).
- 2006 External Reviewer, International Business and Management Major, Dickinson College.
- 2005-2009 Ad hoc Reviewer, Corporate Governance, An International Review.
- 2005-2009 Reviewer, Management Education & Development Track, Academy of Management.
- 2001-2005 Reviewer, Entrepreneurship Track, Academy of Management.
- 2001, 2003-4 Reviewer, Strategy & Entrepreneurship Track, Eastern Academy of Management.
- 2002 Reviewer, Entrepreneurship Track, Southern Management Academy.
- 1999 Reviewer, Special Issue, *Change and Development Journeys in a Pluralistic World*, Academy of Management Review.
- 1999 Reviewer, Special Issue, *Beyond Products: New Strategic Imperatives for Developing Competencies*, Journal of Engineering and Technology Management.
- 1999-2001 Reviewer, Strategy and Policy Track, Decision Sciences Institute.
- 1998-1999 Reviewer, Strategy and Policy Track, Southern Management Association.
- 1997 Reviewer, Special Issue, *Corporate Entrepreneurship*, Entrepreneurship Theory and Practice.
- 1996 Reviewer, Special Issue, *International Entrepreneurship*, Entrepreneurship Theory and Practice.
- 1996 Reviewer, Annual Meeting of the American Society of Competitiveness.

Community Service

- 2013-2019 Facilitator, Corporate Governance Tune-Up Workshop
- 2008-2020 Board Member, Lexington Lacrosse.
- 2009 Facilitator, Strategic Planning Retreat, Theatre at Lime Kiln.
- 2008 Facilitator, Strategic Planning Retreat, Rockbridge Habitat for Humanity.
- 2003-07 Chair, Campus Campaign, Lexington-Rockbridge United Way.
- 2001, 2002, 2004 Facilitator, Strategic Planning Retreat, Lexington-Rockbridge Chamber of Commerce.
- 2002 Member, Allocations Committee, Lexington-Rockbridge United Way.
- 2001 Facilitator, Strategic Planning Retreat, Lexington Downtown Development Association.
- 1994-1998 Officer and Member, Board of Directors, Huntley Hills Homeowners Association.
- 1992-1993 Member, Board of Directors, United Cerebral Palsy Association of Kansas City.
- 1989-1993 Officer and Member, Board of Directors, Kansas City Businessmen's Club.

HONORS

- 2009-2012 Ehrick Kilner Haight, Sr. Term Professor, Washington and Lee University.
- 2009 Best Paper Award in Teaching Track (with Dr. Robert Ballenger), Annual Meeting of the North American Management Society.
- 2006 Outstanding Reviewer, Management Education & Development Track, Annual Meeting of the Academy of Management.
- 2005 Faculty Initiate, Beta Gamma Sigma, Washington and Lee University.
- 2000 Faculty Initiate, Omicron Delta Epsilon, Washington and Lee University.
- 1998 Waino W. Suojanen Research Excellence Award for Outstanding Research by a Management Doctoral Student, Robinson College of Business, Georgia State University.

GRANTS

- 1999-2000, 2002-2006 John M. Glenn Grant, Washington and Lee University.
- 2001, 2002, 2006 Mellon Junior Faculty Grant, Washington and Lee University.
- 2001 Class of 1966 Grant for Course Enhancement, Washington and Lee University.
- 1999 Virginia Foundation for Independent Colleges Course Development Grant.