

JEFFREY P. SHAY

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Washington and Lee University
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EDUCATION

CORNELL UNIVERSITY
Ithaca, NY

DOCTORATE
INTERNATIONAL MANAGEMENT AND STRATEGIC MANAGEMENT
MINOR FIELDS: ORGANIZATIONAL STUDIES
Degree conferred May 1999

Dissertation:

Multinational corporate strategic posture and work role transitions: An empirical test of a cross-level model of expatriate adjustment. This dissertation tested hypothesized cross-level relationships among variables at macro (e.g., organizational strategy) and micro (e.g., expatriate adjustment behaviors) levels of analysis. Using survey data from 11 multinational hotel companies, 24 corporate headquarter executives, 194 expatriate general managers, and 505 subordinates, statistical support was found for the proposed cross-level model.

Dissertation Committee:

Dr. Craig Lundberg (Ph.D. – Cornell University), Committee Chair: Organizational Studies
Dr. Jan H. Katz (Ph.D. – MIT): International Strategy and Cross-cultural Management
Dr. J. Bruce Tracey (Ph.D. – SUNY Albany): Human Resource Management (leadership and training)
Dr. Alan K. McAdams (Ph.D. – Stanford): International Management

BABSON COLLEGE
Wellesley, MA

MASTER OF BUSINESS ADMINISTRATION, Graduate School of Management
STRATEGIC MANAGEMENT
Degree conferred with Distinction December 1991

BABSON COLLEGE
Wellesley, MA

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION
FINANCE AND ENTREPRENEURIAL STUDIES
Degree conferred May 1987

PUBLICATIONS IN REFEREED JOURNALS

Kidera, E., Baack, S., **Shay, J.P.**, and Gilinsky, A. (2017) Senior Sisig: Growing Pains. Case study submitted November 1, 2015 to Case Research Journal. Accepted October 2016.

Wright, T. A., Hollwitz, J., Stackman, R.W., De Groat, A. S., Baack, S.A., and **Shay, J.P.** (2017). 40 Years (and counting): Steve Kerr Reflections on the “Folly”. Submitted to Journal of Management Inquiry and accepted for publication in 2017.

- Douma, B., **Shay, J.P.**, and Harrington, M. (2015). Watson Children Shelter: Case study and teaching note. Submitted initially June 2013. Revised and resubmitted to the Case Research Journal in May 2014 and August 2014. Accepted September 2014. Published in January 2015.
- Shay, J.P.**, Douma, B., Crawford, T., & Herbold, J. (2010). PowerWater Beverages, Inc.: Case study and teaching note, Case Research Journal, Volume 29: 3 & 4. Initially submitted on April 6, 2008. Received review on May 10, 2008. Resubmitted March 1, 2009. Revised and resubmitted July 2009. Accepted for publication September 2009. Case was a finalist for the Tate Award, given to the best case published in the Case Research Journal during a specific year.
- Shay, J.P.**, & Tracey, J.B. (2009). Expatriate adjustment and performance: The mediating role of relations-oriented managerial practices in Asia. Journal of International Management, 15: 401-412. Submitted August 2006. Revise and resubmit status as of October 28, 2006. Resubmitted June 2008. Received 2nd Revise and resubmit in October 2008. Revised and resubmitted June 2009. Accepted July 2009.
- Takeuchi, R., Qian, C., & **Shay, J.P.** (2009). MNC Control of Foreign subsidiaries: A multi-level theorizing. To be presented at the 2009 Academy of Management Meetings in Chicago, IL. Published in the **Academy of Management Best Paper Proceedings.**
- Shay, J. P.** (2008). A Tale of a Peripatetic Professor: An Interview with Craig C. Lundberg. Published in Journal of Management Inquiry in December 2008.
- Takeuchi, R., **Shay, J.P.**, & Li, Jiatao (2008). The effects of P-O fit on cross-cultural adjustment of expatriate managers and the consequences of expatriate adjustment. Submitted June 2005 to the Academy of Management Journal. First revise and resubmit December 2005. Conditionally accepted March 2007. Accepted May 2007.
- Shay, J. P.**, & Baack, S. (2006). An empirical investigation of the relationships between modes and degree of expatriate adjustment and multiple measures of performance. International Journal of Cross-cultural Management, Volume 6, Issue 3: 275-294.
- Shay, J. P.**, & Baack, S. (2004). Expatriate Assignment, Adjustment and Effectiveness: An Empirical Examination of the Big Picture. Journal of International Business Studies, 35(3): 216-232.
- Shay, J. P.**, Crawford, T., & Jakob, K.. (2003). Big Sky Brewing Company. Case Research Journal, 23(3): 1-21. Case was selected by Ball State University to use the core case study to integrate their classes across the Miller School of Management's curriculum. Over 50 cases were reviewed during the selection process.
- Shay, J. P.**, & Baack, S. (2002). New Directions and Extensions: An empirical investigation of the relationships between reasons for expatriate manager assignment, modes of expatriate adjustment and expatriate managerial effectiveness. Published in the **Academy of Management Best Paper Proceedings.**
- Shay, J. P.** (2001). West Indies Yacht Club Resort: When cultures collide. Case Research Journal, 21 (3), pp. 109-127. Also published in Helen Deresky's (2002) International Management: Managing Across Borders and Cultures, Lonnie Strickland's (2002) Strategic Management

Concepts and Cases, and Anne Marie Francesco and Barry Allen Gold's (2004) International Organizational Behavior, 2e.

Lundberg, C. L., Rainsford, P., Young, C. A., & Shay, J. P. (2001). Case writing reconsidered. Journal of Management Education, 25 (4), pp. 450-463.

Shay, J. P., & Rothaermel, F. T. (1999). Dynamic competitive strategy: Toward a multi-perspective framework. Long Range Planning, 32 (6), pp. 559-572.

Shay, J. P. (1997). Food-service strategy: An integrated, business-life-cycle approach. Cornell Hotel and Restaurant Administration Quarterly, 38 (3), pp. 36-49.

Shay, J. P., & Tracey, J. B. (1997). Expatriate managers: Reasons for failure and implications for training. Cornell Hotel and Restaurant Administration Quarterly, 38 (2), pp. 30-35.

Shay, J. P. (1997). *Managing Employee Involvement and Participation* by J. Hyman and B. Mason, book review published in International Journal of Organizational Analysis, April.

PUBLICATIONS IN BOOKS

Shay, J.P. (2008). Interpreting Caribbean Culture. In Lundberg, C.L. & Young, C.A. Hospitality Management Reality: A Casebook, Prentice-Hall.

Shay, J. P., Crawford, T., Jakob, K., & Baack, S. (2006). Western States Insurance Agency. Published in Thompson, Gamble, and Strickland's Crafting and Executing Strategy: The Quest for Competitive Advantage, 15th Edition. This is the market share leading text book in the field of strategy.

PUBLICATIONS IN NON-REFEREED JOURNALS

Furniss, J. L., Lawrence, C., Morton, J. K., & Shay, J. P. (2003). Risky Business? Internet opens new markets but creates new legal risks. Montana Business Quarterly, 41(4): pp. 20-22.

REFEREED CONFERENCE PRESENTATIONS

Shay, J.P. and Gilinsky, A. (2017). The art of case teaching: A never-ending journey. Accepted for presentation at the North American Case Research Association Conference in Chicago.

Kester, G.W. and Shay, J.P. (2017). Sequencing lectures and cases in undergraduate business courses: Which should come first?. Accepted for presentation at the North American Case Research Association Conference in Chicago.

Shay, J.P. and Lawrence, A. (2016). Teaching with Cases. Presented with Anne Lawrence at the North American Case Research Association Annual Conference in Las Vegas, NV in October.

- Shay, J.P. and Lundberg, C. (2016). Case Instructor Manuals: Practices, Questions, and Suggestions. Paper accepted for presentation at the North American Case Research Association Annual Conference in Las Vegas, NV in October.
- Takeuchi, R., Qian, C., & Shay, J.P. (2016). Trickle-down effects of global enterprises' control mechanisms on subsidiary top management team member satisfaction: An integrative, cross-level theorizing. Submitted September 2015 to the 2016 Management Theory and Practice Conference in Kyoto, Japan. **Received one of three "Excellent Paper Awards"**.
- Wright, T.A., Shay, J.P., DeGroat, A.S., Stackman, R.W., Hollwitz, J., and T. Munyon. (2015). Steven Kerr's Follies are Alive and Well After All These Years. Panel presented at the Midwest Academy of Management meetings in Columbus, OH in October.
- Shay, J.P. and Douma, B. (2015). Haylon's Market: Finding the Recipe for Success. Case study and teaching note submitted June 2015 and accepted for presentation at the North American Case Research Association Annual Conference in Orlando, Florida in October.
- Hoover, S. and Shay, J.P. (2015). Beginner's Luck: Potential Fraud by the Virginia Lottery. Case study and teaching note submitted June 2015 and accepted for presentation at the North American Case Research Association Annual Conference in Orlando, Florida in October.
- Shay, J.P., Gilinsky, A., and Baack, S. (2015). Case Teaching: Choices and Tradeoffs. Paper accepted for presentation at the North American Case Research Association Annual Conference in Orlando, Florida in October.
- Shay, J.P. and Douma, B. (2015). Closing the Deal: How to get your case published. Presented at the Western Casewriters Association in March 2015 in Kauai, Hawaii.
- Wright, T. A., DeGroat, A.S., Hodges, T., Munyon, T.R., Shay, J.P., and Stackman, R.W. (2015). Just as we say, we should also do. Panel presented at the Western Academy of Management meetings in March 2015 in Kauai, Hawaii.
- Takeuchi, R., Li, J., & Shay, J.P. (2015). Complexities associated with managing expatriate managers' retention in foreign subsidiary: structural contingency perspective. Presented by J.T. Li at Strategic Management Society's special conference, "Rethinking Corporate Headquarters: Innovative Approaches for Managing the Multi-Divisional Firm" in May 2015.
- Shay, J.P. and Hoover, S. (2014). Bitter End Yacht Club. Case study submitted June 2014 and accepted for presentation at the North American Case Research Association Annual Conference in Austin, TX.
- Kidera, E., Baack, S., Gilinsky, A., and Shay, J.P. (2014). Senior Sisig: Growing Pains. Case study submitted June 2014 and accepted for presentation at the North American Case Research Association Annual Conference in Austin, TX.
- Shay, J. P. (2014). Cultural Challenges for the Case Method. Paper submitted for June 2014 and accepted for presentation at the North American Case Research Association Annual Conference in Austin, TX.

- Shay, J.P., Gilinsky, A., and Baack, S. (2014). The Case Method of Teaching. Submitted May 2014 and accepted for presentation at the North American Case Research Association Annual Conference in Austin, TX.
- Kraimer, M.L., Shay, J.P., Adler, P.S., Sargent, L., Seibert, S.E., and Brown, W. (2014). Career Obstacles, Shocks, and Facilitators among Academy of Management Academic Members. Presented at the Western Academy of Management Meetings in Napa, CA.
- Shay, J.P., & Lundburg, C. 2013. Toward more tough-minded Case Writing and Case Teaching. Presented at the Western Casewriters Association in Santa Fe, New Mexico.
- Ettington, D., Newman, K.L., Rao, A., and Shay, J.P. (2012). Counting Cases: AACSB and the View from the Dean's Office. Panel session at the North American Case Research Association Annual Conference in Boston, MA. Published in the conference proceedings.
- Shay, J.P., Crawford, T., and Douma, B. (2012). TerraEchos, Inc.: Case study and teaching note. Presented the North American Case Research Association Annual Conference in Boston, MA. Published in the conference proceedings.
- Douma, B., Harrington, M. and Shay, J.P. (2012). Watson Children Shelter: Case study and teaching note. Presented the North American Case Research Association Annual Conference in Boston, MA. Nominated for the McMaster's College Best Case Study in Corporate Governance and the Canadian Management Association Best Case Study in Corporate Governance Award. Published in the conference proceedings.
- Takeuchi, R., & Shay, J.P. (2011). A Role Theory Explanation of Expatriate Management Dual Commitment Interactions on Host Country National Top Management Team Outcomes. Presented at the 2011 Academy of International Business Conference in Nagoya, Japan.
- Baack, S., Hannah, D., Shay, J.P., & Stackman, R. (2011). AACSB: Insights from the frontline. Symposium presented at the 2011 Western Academy of Management Conference in Victoria, British Columbia.
- Shay, J.P., Douma, B., & Harris, R. (2010). Case teaching: Sharing our tacit knowledge. Presented at the North American Case Research Association Annual Conference in Gatlinburg, TN.
- Fisher, J., & Shay, J.P. (2009). How *not* to write a case study and teaching note. Presented at the North American Case Research Association Annual Conference in Santa Cruz, CA.
- Takeuchi, R., Qian, C., & Shay, J.P. (2009). MNC Control of Foreign subsidiaries: A multi-level theorizing. Presented at the 2009 Academy of Management Meetings in Chicago, IL.
Recipient of the IMD Samsung Best Paper Award and Finalist for IMD SERI Best Paper in Strategy / IB Theory Award.
- Shay, J.P., Baack, S., & Douma, B. (2008). "The Case has potential, but the Instructor's Manual needs a lot of work": The Bear Cubs Discuss How to Write a Great Instructor's Manual. Presented as a Plenary Session at the North American Case Research Association Annual Conference in Durham, NH.

- Shay, J.P. (2008). Teaching with Case Studies. Presented at the “Newcomers” Session at the North American Case Research Association Annual Conference in Durham, NH.
- Shay, J.P. (2008). Best Practices in Teaching. Panel Session organized by Mike Welsh and presented at the North American Case Research Association Annual Conference in Durham, NH.
- Shay, J.P., Douma, B., Crawford, T., & Herbold, J. (2007). PowerWater Beverages, Inc.: Case study and teaching note. Presented the North American Case Research Association Annual Conference in Denver, CO. **Submission won the “Gold Medal” for the best case at the conference.**
- Welsh, M., Shay, J.P., and Lawrence, A. (2007). Can’t Miss Cases. Presented at the North American Case Research Association Annual Conference in Denver, CO.
- Shay, J.P., Baack, S., & Douma, B. (2006). Case teaching strategies, tactics, and innovations: What the “Bear Cubs” are doing in their classes. Presented at the North American Case Research Association Annual Conference in San Diego, CA.
- Douma, B., Shay, J.P., Foley, C., & Uhlenbruck, K. (2006). Rebuilding Sandler O’Neill after 9/11. Presented at the North American Case Research Association Annual Conference in San Diego, CA.
- Shay, J.P. (2006). People, experiences, and big breaks: Reflecting on my research. As a recipient of the Ascendant Scholar Award for early career contributions to the field of management; asked to provide a special session at the Western Academy of Management Meetings to discuss my research interests.
- Shay, J. P., Douma, B., Baack, S., & Gianchetta, L. (2005). Washington Group International. Accepted for presentation at the North American Case Research Association Conference.
- Shay, J.P., & Tracey, J.B. (2005). Expatriate adjustment and performance: The mediating role of relations-oriented managerial practices in Asia. Presented at the Academy of Management Meetings, Honolulu, Hawaii.
- Takeuchi, R., & Shay, J.P. (2005). The effects of P-O fit on cross-cultural adjustment of expatriate managers and the consequences of expatriate adjustment. Presented at the Academy of Management Meetings, Honolulu, Hawaii.
- Terjesen, S. & Shay, J.P. (2005). Aspirations of Entrepreneurship Students: A Gendered Perspective. Presented at the Babson-Kauffman Entrepreneurship Research Conference.
- Takeuchi, R., & Shay, J.P. (2005). Interaction effects of expatriates’ parent company and foreign subsidiary commitments. Presented at the Society for Industrial Organizational Psychology Conference.
- Shay, J. P., Baack, S., & Douma, B. (2004). An empirical examination of the expatriate manager-subordinate dyad: Position effects in the relationship between expatriate managerial behaviors and subordinates’ ratings of expatriate effectiveness. Presented at the Western Academy of Management Annual Meetings in Anchorage, AL. **Paper nominated for Best Careers Paper.**

- Shay, J. P., Crawford, T., Jakob, K., & Baack, S. (2003). Western States Insurance Company. Presented at the North American Case Research Association; published in the Annual 2003 Proceedings.
- Shay, J. P., & Wright, R. (2003). Using case methodology online: A practical approach for Blackboard 5.5 and 6.0. Presented at the North American Case Research Association 2003 Annual Conference.
- Shay, J. P., & Baack, S. (2003). Expatriate adjustment: An empirical investigation of the relationships between modes and facets of adjustment and multiple measures of effectiveness. Presented at the Western Academy of Management, Palm Springs, California.
- Furniss, J., Morton, J., & Shay, J. (2003). Globalization and E-commerce: A convergence creating new operating risks. Presented at Western Decision Sciences Institute Meetings in Hawaii.
- Daily, R., Shay, J. P., & Mohr, J. (2002). Using case studies for distance learning. Presented at the North American Case Research Association Fall 2002 Conference, Banff, Canada.
- Costa, B., Shay, J. P., & Jakob, K. (2002). Dwyer & Associates: Architecting succession. Presented at the North American Case Research Association Fall 2002 Conference, Banff, Canada.
- Shay, J. P., & Baack, S. (2002). New Directions and Extensions: An empirical investigation of the relationships between reasons for expatriate manager assignment, modes of expatriate adjustment and expatriate managerial effectiveness. Presented at the Academy of Management 2002 Meetings, Denver, Colorado. **Academy of Management Best Paper Proceedings**.
- Solymossy, E., Carraher, S., & Shay, J. P. (2002). Teaching entrepreneurship internationally: Preparation, delivery, and follow-up issues. Presented at the United States Association for Small Business and Entrepreneurship Meetings in Reno, NV.
- Shay, J. P. (2001). Big Sky Brewery. Presented at the North American Case Research Association Annual Meetings in Memphis, TN.
- Shay, J. P., Jelinek, M., & Wortman, M. S. (2001). Interacting with an NSF Director: Testing the research waters before you dive in. Invited session presented at the Decision Sciences Institute's Annual Meetings in San Francisco, CA.
- Wortman, M. S., Jelinek, M., & Shay, J. P. (2001). Grants and grantsmanship at the National Science Foundation: Innovation and organizational change. Invited session presented at the Decision Sciences Institute's Annual Meetings in San Francisco, CA.
- Shay, J. P., Tracey, J. B., & Douglas, S. C. (2001). Investigation of relationships between facets of expatriate adjustment and measures of expatriate effectiveness. Presented at the Academy of Management Meetings in Washington, D.C..
- Wankel, C., Shay, J. P., et al. (2001). E-media Resources Management. Panelist for a Professional Development Workshop. Presented at the Academy of Management Meetings in Washington, D.C..

- Winn J., Allen, D. B., Hopkins, D. M., McGowan, R. P., & Shay, J. P. (2001). Human resources practices and implications for training: An examination of China, the Czech Republic, and the British West Indies. Presented at the Western Academy of Management Meetings in Sun Valley, ID.
- Shay, J. P. (2000). Precision Partners, INC. Presented at the North American Case Research Association annual meetings in San Antonio, TX.
- Shay, J. P., & Tracey, J. B. (2000). An empirical examination of the relationship between facets of expatriate adjustment and multiple measures of expatriate managerial effectiveness. Presented at the Academy of International Business Meetings in Phoenix, AZ.
- Shay, J. P. (2000). An empirical test of a cross-level model of multinational strategic posture and expatriate manager adjustment. Presented at the 2000 Academy of Management Meetings in Toronto, Canada.
- Shay, J. P. (2000). Multinational corporation strategic posture and work role transitions: An empirical test of a cross-level model of expatriate manager adjustment. Presented at the Western Academy of Management meetings in Kona, HA.
- Shay, J. P., Tracey, J. B., & Peterson, S. (2000). An empirical examination of expatriate managerial practices in cross-cultural contexts. Presented at the Western Academy of Management meetings in Kona, HA.
- Shay, J. P. (1999). Interpreting Caribbean culture: Excerpts from an expatriate manager's journal. Presented at the North American Case Research Association annual meetings in Santa Rosa, CA.
- Shay, J. P., & Tracey, J. B. (1999). An empirical examination of expatriate managerial practices and multiple indicators of effectiveness. Presented at the Academy of Management Meetings in Chicago, IL.
- Lundberg, C. L., Rainsford, P., Shay, J. P., & Young, C. A. (1999). Rut versus Repertoire: Case writing reconsidered. Presented at the Western Casewriter's Association Annual Conference, Redondo Beach, CA.
- Shay, J. P. (1998). West Indies Yacht Club Resort: Understanding leader-follower relations in a cross-cultural context. Presented at the North American Case Research Association Annual Conference in Durham, NH. **Outstanding Student Author Award recipient.**
- Tracey, J. B. & Shay, J. P. (1998). Transformational leadership: Implications for expatriate managers. Presented at the Academy of Management Meetings in San Diego, CA.
- Shay, J. P., & Tracey, J. B. (1998). The influence of strategic choice on expatriate adjustment. Presented at the Eastern Academy of Management Conference in Springfield, MA.
- Shay, J. P., & Rainsford, P. (1998). Toward an integrative framework for strategic management: A multi-perspective and dynamic strategy model. Presented at the Western Academy of Management Conference in Portland, OR.

- Shay, J. P. (1998). Empirical support for the multi-perspective/dynamic model of strategy. Presented at the Graduate Education and Graduate Students Research Conference in Hospitality and Tourism in Houston, TX.
- Shay, J. P. (1997). Great expectations, now can we deliver? A case presented at the North American Case Research Association Annual Conference, Cincinnati, OH.
- Tracey, J. B., & Shay, J. P. (1997). The theoretical adequacy of transformational leadership for the international context. Presented at the Eastern Academy of Management's International Meeting, Dublin, Ireland.
- Shay, J. P., & Rainsford, P. (1997). How to produce video cases. Presented at the Western Academy of Management Annual Meeting, Squaw Valley, CA.

MANUSCRIPTS UNDER REVIEW OR IN PREPARATION

- Kester, G.W. and Shay, J.P. (Under review). Sequencing lectures and cases in undergraduate business courses: Which should come first?. Submitted to The Case Journal November 2017.
- Hoover, S. and Shay, J.P. (Revise and Resubmit). Beginner's Luck: Potential Fraud by the Virginia Lottery. Case study and teaching note submitted March 2016 to Case Research Journal.
- Takeuchi, R., Qian, C., & Shay, J.P. (Under review). A Meso-level Model of Global Enterprise Control System. Submitted September 2017 to Human Resource Management.
- Shay, J.P. and Hoover, S. (In preparation). Bitter End Yacht Club. Case study to be submitted January 2018 to a journal TBD.
- Takeuchi, R., Qian, C., & Shay, J.P. (Under preparation). Trickle-down effects of global enterprises' control mechanisms on subsidiary top management team member satisfaction: An integrative, cross-level theorizing. This paper has been reviewed at a few journals. In November 2015 the paper was accepted at NTU Management Review but we decided not to publish it there.
- Shay, J.P., Crawford, T., and Douma, B. (Revise and Resubmit). TerraEchos, Inc.: Case study and teaching note. Submitted June 2013 to the Case Research Journal. Revising and resubmitting in January 2015.
- Takeuchi, R., Qian, C., & Shay, J.P. (Under preparation). A meso-perspective on the use of expatriate managers: An integration of organizational control and leadership perspectives. Paper has been submitted to a few journals, received revise and resubmits, but ultimately not accepted. Working on revisions and a new outlet.
- Shay, J.P., & Terjesen, S. (TBA). Entrepreneurial Aspirations & Intentions of Business Students: A Gendered Perspective. Determining appropriate journal.

- Takeuchi, R., & Shay, J.P. (TBA). Organizational Antecedents and Consequences of Expatriate’s Dual Commitment: An Extension to Gregersen and Black (1992). Determining appropriate journal.
- Shay, J. P. (Submitting). An empirical test of a cross-level model of multinational strategic posture and expatriate manager adjustment. Submitting to Academy of Management Journal.
- Tracey, J. B., & Shay, J. P.. (Submitting). Leadership and expatriate managers: Toward a culturally contingent model of transformational leadership. Submitting to a journal to be determined.
- Shay, J. P., & Tracey, J. B. An empirical examination of expatriate managerial behaviors and subordinate ratings of managerial effectiveness and supervisor satisfaction in Western versus Eastern host cultures. For submission to the Journal of Management.

ACADEMIC APPOINTMENTS

YEAR	POSITION AND INSTITUTION
2013-present	Director, J. Lawrence Connolly Center for Entrepreneurship , Washington & Lee University
2009-present	Johnson Professor of Entrepreneurship and Leadership (Endowed Full Professor) Williams College of Commerce, Economics, and Politics, Washington & Lee University
2007-2009	Chair, Department of Management and Marketing School of Business Administration, University of Montana
2004-2009	Associate Professor of Entrepreneurship, Strategy, and International Business School of Business Administration, University of Montana
2000-2007	Visiting Associate Professor of Entrepreneurship London School of Economics’ International Summer School Programs in London, England and Beijing, China
1999-2004	Assistant Professor of Entrepreneurship, Strategy, and International Business School of Business Administration, University of Montana
1997-1999	Visiting Professor Cornell University
1996	Visiting Professor Australian International Hotel School

COURSES TAUGHT AND STUDENT EVALUATIONS

WASHINGTON & LEE UNIVERSITY, <i>Professor</i> , Lexington, VA			
Course	Level	Semester	Effectiveness Rating
Strategic Management	Undergraduate	Fall 2017	4.2/5.0
Entrepreneurship	Undergraduate	Fall 2017	3.5/5.0
Leadership & Cross-cultural Management	Undergraduate	Spring 2017	N/A
Entrepreneurship	Undergraduate	Winter 2017	4.2/5.0
Entrepreneurship	Undergraduate	Fall 2016	4.4/5.0
Entrepreneurship	Undergraduate	Fall 2016	4.7/5.0
Entrepreneurship	Undergraduate	Winter 2016	4.7/5.0

Entrepreneurship	Undergraduate	Fall 2015	4.9/5.0
Entrepreneurship	Undergraduate	Fall 2015	4.8/5.0
Leadership & Cross-cultural Management	Undergraduate	Spring 2015	N/A
Entrepreneurship	Undergraduate	Winter 2015	4.8/5.0
Entrepreneurship	Undergraduate	Fall 2014	4.6/5.0
Entrepreneurship	Undergraduate	Fall 2014	4.5/5.0
Entrepreneurship	Undergraduate	Fall 2013	4.8/5.0
Entrepreneurship	Undergraduate	Fall 2013	4.6/5.0
Leadership & Cross-cultural Management	Undergraduate	Spring 2013	5.0/5.0
Entrepreneurship	Undergraduate	Winter 2013	4.73/5.0
Entrepreneurship	Undergraduate	Fall 2012	4.91/5.0
Entrepreneurship	Undergraduate	Fall 2012	4.80/5.0
Entrepreneurship	Undergraduate	Winter 2012	4.65/5.0
Strategic Management	Undergraduate	Winter 2012	4.81/5.0
Entrepreneurship	Undergraduate	Fall 2011	5.0/5.0
Entrepreneurship	Undergraduate	Fall 2011	4.92/5.0
Leadership & Cross-cultural Management	Undergraduate	Spring 2011	4.3/5.0
Entrepreneurship	Undergraduate	Winter 2011	4.67/5.0
Entrepreneurship	Undergraduate	Fall 2010	4.55/5.0
Entrepreneurship	Undergraduate	Winter 2010	4.71/5.0
Entrepreneurship	Undergraduate	Winter 2010	4.18/5.0
Entrepreneurship	Undergraduate	Fall 2009	4.94/5.0

CORNELL UNIVERSITY SCHOOL OF HOTEL ADMINISTRATION, <i>Professor</i>, Executive Education Program, Ithaca, NY			
<u>Course</u>	<u>Level</u>	<u>Dates</u>	<u>Effectiveness Rating</u>
Strategic Hospitality Management – Vice President’s Program for Hilton Worldwide	Executives at Vice President level from across the world	April 2014	4.86/5.0
Strategic Hospitality Management – Executive Management Program	Executives	June 2011	4.62/5.0
Strategic Management – Bank of Montreal, Toronto, Canada	Executives	July 2010	4.64/5.0
Strategic Hospitality Management – Executive Management Program	Executives	June 2010	4.58/5.0

UNIVERSITY OF MONTANA, <i>Associate Professor (tenured)</i>, Missoula, Montana			Fall 1999-present
<u>Course</u>	<u>Course #</u>	<u>Semester</u>	<u>Effectiveness Rating</u>
Entrepreneurship Seminar	MGMT458	Spring 2009	4.5/5.0
Entrepreneurship II (OC)	MBA694	Spring 2009	5.0/5.0

Entrepreneurship II	MBA694	Spring 2009	4.54/5.0
Adv Entrepreneurship Seminar: High Tech & Legal Issues+	MBA694	Spring 2009	4.8/5.0
Adv Entrepreneurship Seminar: Managing and Growing a New Venture+	MBA694	Spring 2009	4.7/5.0
Adv Entrepreneurship Seminar: Financing New Ventures+	MBA694	Spring 2009	4.8/5.0
Entrepreneurship I	MBA694	Fall 2008	4.39/5.0
Entrepreneurship (OC) I	MBA694	Fall 2008	4.50/5.0
Business Plan Workshop	MBA694	Fall 2008	4.44/5.0
Entrepreneurship Seminar	MGMT458	Spring 2008	4.00/5.0
Entrepreneurship II (OC)	MBA694	Spring 2008	4.78/5.0
Entrepreneurship II	MBA694	Spring 2008	4.88/5.0
Adv Entrepreneurship Seminar: High Tech & Legal Issues+	MBA694	Spring 2008	4.55/5.0
Adv Entrepreneurship Seminar: Managing and Growing a New Venture+	MBA694	Spring 2008	4.87/5.0
Entrepreneurship I	MBA694	Fall 2007	4.85/5.0
Entrepreneurship (OC) I	MBA694	Fall 2007	4.93/5.0
Business Plan Workshop	MBA694	Fall 2007	4.78/5.0
Entrepreneurship Seminar	MGMT458	Spring 2007	5.00/5.0
Business Plan Workshop	MBA694	Spring 2007	4.78/5.0
Adv Entrepreneurship Seminar: Financing New Ventures+	MBA694	Spring 2007	4.65/5.0
Adv Entrepreneurship Seminar: High Tech & Legal Issues+	MBA694	Spring 2007	4.59/5.0
Adv Entrepreneurship Seminar: Managing and Growing a New Venture+	MBA694	Spring 2007	4.76/5.0
Entrepreneurship II (OC)	MBA694	Spring 2007	4.88/5.0
Entrepreneurship II	MBA694	Spring 2007	4.88/5.0
Entrepreneurship	MGMT348	Fall 2006	4.44/5.0
Entrepreneurship for non-biz majors	MGMT395	Fall 2006	4.33/5.0
Entrepreneurship I	MBA694	Fall 2006	4.64/5.0
Entrepreneurship (OC) I	MBA694	Fall 2006	4.33/5.0
Entrepreneurship Seminar	MGMT495	Spring 2006	5.00/5.0
Adv Entrepreneurship Seminar: Financing New Ventures+	MBA694	Spring 2006	4.81/5.0
Adv Entrepreneurship Seminar: High Tech & Legal Issues+	MBA694	Spring 2006	4.79/5.0
Adv Entrepreneurship Seminar: Managing and Growing a New Venture+	MBA694	Spring 2006	4.73/5.0
Entrepreneurship II (OC)	MBA694	Spring 2006	4.83/5.0

Entrepreneurship II	MBA694	Spring 2006	4.80/5.0
Entrepreneurship	MGMT348	Fall 2005	4.74/5.0
Entrepreneurship	MGMT348	Fall 2005	4.86/5.0
Entrepreneurship I	MBA694	Fall 2005	4.50/5.0
Entrepreneurship (OC) I	MBA694	Fall 2005	4.75/5.0
Entrepreneurship Seminar	MGMT495	Spring 2005	5.00/5.0
Adv Entrepreneurship Seminar: Financing New Ventures+	MBA694	Spring 2005	4.43/5.0
Adv Entrepreneurship Seminar: International & High Tech+	MBA694	Spring 2005	4.42/5.0
Adv Entrepreneurship Seminar: Managing and Growing a New Venture+	MBA694	Spring 2005	4.71/5.0
Entrepreneurship II (OC)	MBA694	Spring 2005	4.63/5.0
Entrepreneurship II	MBA694	Spring 2005	4.80/5.0
Contemporary Organization (OC)*	MBA602	Fall 2004	3.43/5.0
Contemporary Organization*	MBA602	Fall 2004	4.00/5.0
Entrepreneurship I	MBA694	Fall 2004	4.90/5.0
Entrepreneurship (OC) I	MBA694	Fall 2004	4.15/5.0
Leadership in Organizations	MBA645	Summer 2004	4.58/5.0
Strategic Management	MBA665	Spring 2004	4.80/5.0
Strategic Management (OC)	MBA665	Spring 2004	4.58/5.0
Adv Entrepreneurship Seminar+	MGMT495	Spring 2004	4.60/5.0
Entrepreneurship	MBA694	2003-2004	4.80/5.0
Entrepreneurship (OC)	MBA694	2003-2004	4.88/5.0
Entrepreneurship	MGMT348	Fall 2003	4.60/5.0
Managing in Different Cultures	MBA645	Summer 2003	4.90/5.0
Management and Law (OC)	MBA540 (online)	Summer 2003	4.76/5.0
Strategic Management	MBA665	Spring 2003	4.70/5.0
Strategic Management (OC)	MBA665	Spring 2003	4.60/5.0
Entrepreneurship	MBA694	Fall 2002	4.50/5.0
Entrepreneurship	MBA694	Fall 2002	4.20/5.0
Entrepreneurship	MGMT348	Fall 2002	4.70/5.0
Leadership in Organizations	MBA645	Summer 2002	4.75/5.0
International Business	MBA685	Spring 2002	4.90/5.0
International Business (OC)	MBA685	Spring 2002	4.90/5.0
International Business	MGMT368	Fall 2001	4.76/5.0
International Business	MGMT368	Fall 2001	4.72/5.0
Entrepreneurship	MBA694	Fall 2001	4.90/5.0
Entrepreneurship (OC)	MBA694	Fall 2001	4.90/5.0
International Business	MBA685	Spring 2001	4.57/5.0
International Business (OC)	MBA685	Spring 2001	4.57/5.0
Entrepreneurship	MBA694	Spring 2001	4.96/5.0
Managing in Different Cultures	MBA645	Spring 2001	4.90/5.0
Leadership in Organizations	MBA645	Summer 2001	4.90/5.0
International Business	MGMT368	Fall 2000	4.38/5.0

Entrepreneurship	MGMT348	Fall 2000	4.53/5.0
Entrepreneurship	MGMT348	Fall 2000	4.11/5.0
International Business	MBA685	Spring 2000	4.25/5.0
International Business	MGMT368	Spring 2000	4.50/5.0
International Business	MGMT368	Spring 2000	4.73/5.0
Managing in Different Cultures	MBA645	Spring 2000	4.90/5.0
Entrepreneurship	MGMT348	Fall 1999	4.56/5.0
Entrepreneurship	MGMT348	Fall 1999	4.71/5.0
International Business	MGMT368	Fall 1999	4.79/5.0

* Course was team taught with Jerry Evans and Clyde Neu

+ Montana Academy of Distinguished Entrepreneurs course, Dr. Shay supervises

OC = Off-campus distance learning program

LONDON SCHOOL OF ECONOMICS, <i>Associate Professor</i> , London, England			
Course	Level	Semester	Effectiveness Rating
Entrepreneurship*	Graduate & Undergraduate	Summer 2007	4.75/5.0^
Entrepreneurship*	Graduate & Undergraduate	Summer 2006	4.72/5.0^
Entrepreneurship*	Graduate & Undergraduate	Summer 2005	4.67/5.0^
Entrepreneurship	Graduate & Undergraduate	Summer 2004	4.48/5.0^
Entrepreneurship	Graduate & Undergraduate	Summer 2003	4.60/5.0^
Entrepreneurship	Graduate & Undergraduate	Summer 2002	4.60/5.0^
Entrepreneurship	Graduate & Undergraduate	Summer 2001	4.60/5.0^
Entrepreneurship	Graduate & Undergraduate	Summer 2000	4.30/5.0^

*Asked by the London School of Economics to teach for their program at Peking University

^Highest rating for all Summer School Faculty

CORNELL UNIVERSITY, <i>Visiting Assistant Professor</i> , Ithaca, NY				Spring 1997- Spring 1999
Course	Level	Semester	Effectiveness Rating	Average faculty rating*
Strategic Management	Undergraduate	Spring 1999	4.66/5.0	4.50/5.0
Entrepreneurship	Graduate/ Undergraduate	Spring 1999	4.72/5.0	4.40/5.0
Managing Across Cultural Boundaries	Graduate/ Undergraduate	Fall 1998	4.94/5.0	4.60/5.0
Human Resource Management	Undergraduate	Fall 1998	4.75/5.0	4.70/5.0
Managing Across Cultural Boundaries	Graduate/ Undergraduate	Spring 1997	4.74/5.0	4.60/5.0

* Average faculty ratings for core/elective courses at the same level.

CORNELL UNIVERSITY'S AUSTRALIAN INTERNATIONAL HOTEL SCHOOL <i>Visiting Lecturer</i> , Canberra, Australia		May – August 1996
<u>Course</u>	<u>Level</u>	<u>Effectiveness Rating</u>
Organizational Behavior	Undergraduate	4.65/5.0
Operations Management	Undergraduate	4.75/5.0
Global Management	Undergraduate	4.90/5.0

CORNELL UNIVERSITY, <i>Graduate Assistant</i> , Ithaca, NY			Fall 1994- Spring 1998
<u>Course</u>	<u>Professor</u>	<u>Level</u>	<u>Semester(s)</u>
Service Organization Design	Craig Lundberg	Graduate	Spring 1998
Seminar in Management Inquiry	Craig Lundberg	Doctoral & Graduate	Fall 1997
International Management	Thomas Cullen	Graduate	Fall 1995 – Spring 1996
Strategic Management	Thomas Cullen	Graduate	Fall 1994 – Spring 1995

INVITED WORKSHOPS ON CASE RESEARCH AND CASE TEACHING

Organization/Event location	Role & Function description	Attendees	Date(s)
<i>University of Technology Jamaica</i> , Kingston, Jamaica	Seminar Leader “Case Research and Teaching”	50 faculty from Jamaica and Caribbean	7/17
<i>Asia Institute of Finance</i> , Kuala Lumpur, Malaysia	Seminar Leader “Case Research”	Mid- to 30 senior level banking and insurance industry professionals	4/15
<i>Hong Kong Baptist University and Chinese Business Case Research Center</i>	Seminar Leader “Case Teaching in Asian Cultures” and “Case Research Seminar”	28 faculty and doctoral students from Hong Kong	4/15
<i>Asia Institute of Finance</i> , Kuala Lumpur, Malaysia	Seminar Leader “Case Research”	35 mid- to senior level banking industry professionals	3/14
<i>Petronas Leadership Center, Petronas Oil</i> , Kuala Lumpur, Malaysia	Seminar Leader “Case Research”	15 Petronas managers	3/14

<i>UniRazak</i> , Kuala Lumpur, Malaysia	Seminar Leader “Leadership and Entrepreneurship Case Research and Teaching”	80 faculty from throughout region	3/14
<i>Hong Kong Baptist University and Chinese Business Case Research Center</i>	Seminar Leader “Case Teaching in Asian Cultures” and “Case Research Seminar”	30 faculty from Hong Kong	2/14
<i>Association of Asia-Pacific Business Schools</i> , Seoul, Korea	Seminar Leader “Case Research and Case Teaching Methods”	45 faculty from throughout region	4/13
<i>UniRazak, Kuala Lumpur, Malaysia</i>	Seminar Leader “Case Research and Case Teaching Methods”	165 faculty from throughout region	12/12

INVITED ACADEMIC LECTURES AND SPEECHES

Organization/Event location	Role & Function description	Attendees	Date(s)
<i>Western Academy of Management</i> , Palm Springs, CA	Speaker “Navigating the challenges of academe”	Junior faculty	3/17
<i>Western Academy of Management</i> , Sonoma, CA	Speaker “Landing your first job”	Doctoral students and new faculty	3/15
<i>Western Academy of Management</i> , San Diego, CA	Speaker “Effective College Teaching”	Doctoral students and new faculty	3/14
<i>Associacion de Latin American Casewriters (ALAC)</i> , Sao Paolo, Brazil	Speaker “Lessons from an Experienced Case Writer and Teacher”	Faculty from throughout region	10/13
<i>Associacion de Latin American Casewriters (ALAC)</i> , Sao Paolo, Brazil	Speaker “Getting your case published”	Faculty from throughout region	10/13
<i>Western Academy of Management</i> , San Diego, CA	Speaker “The Art of Effective Teaching”	Doctoral students and new faculty	3/13
<i>Associacion de Latin American Casewriters (ALAC)</i> , Santiago, Chile	Speaker “Case Method: Strategy, Tactics, and Tips”	Faculty	7/12
<i>Associacion de Latin American Casewriters (ALAC)</i> , Santiago, Chile	Speaker “Publishing Case Research”	Faculty	7/12

<i>Asociacion de Latin American Casewriters (ALAC)</i> , Santiago, Chile	Speaker “Case Method and Case Research: Relevance for Faculty and Student Success”	Faculty	7/12
<i>Western Academy of Management</i> , San Diego, CA	Speaker “Mid-career workshop”	Faculty	3/12
<i>Western Academy of Management</i> , Victoria, British Columbia, Canada	Speaker “Effective College Teaching”	Doctoral students and new faculty	3/11
<i>Western Academy of Management</i> , Kona, HA	Speaker/Panelist “Doctoral Consortium”	Faculty	3/10
<i>Western Academy of Management</i> , Park City, UT	Speaker/Panelist “Doctoral Consortium”	Faculty	3/09
<i>Western Casewriters’ Association</i> , Park City, UT	Speaker “Case Teaching Tips”	Faculty	3/09
<i>Western Casewriters’ Association</i> , Missoula, MT	Speaker “Effective Case Teaching”	Faculty	3/07
<i>Western Academy of Management</i> , Missoula, MT	Speaker/Panelist “Case Teaching Method”	Faculty	3/07
<i>Western Casewriters’ Association</i> , Long Beach, CA	Speaker “Effective Case Teaching”	Faculty	3/06
<i>Western Academy of Management</i> , Long Beach, CA	Speaker/Panelist “Doctoral/New Faculty Consortium”	Faculty	3/06
<i>Western Academy of Management</i> , Las Vegas, NV	Speaker/Panelist “Doctoral/New Faculty Consortium”	Faculty	3/05
<i>Western Casewriters’ Association</i> , Las Vegas, NV	Speaker “Scholarly Casewriting”	Faculty	3/05
<i>SOBA Business Advisory Council Education Forum, University of Montana</i> , Missoula, MT	Speaker MADE’s Entrepreneurship initiatives	Board members	11/04
<i>SOBA Management & Marketing Advisory Board, University of Montana</i> , Missoula, MT	Speaker Entrepreneurship Education at the University of Montana	Board members	11/04
<i>Pennsylvania State University Executive MBA Program</i> , Philadelphia, PA	Guest Lecturer Taught final strategic management session for Dr. Charles Snow	Executive MBA Students	6/03
<i>SOBA Business Advisory Council Education Forum, University of Montana</i> , Missoula, MT	Speaker Entrepreneurship initiatives	Board members	5/03

<i>University of Montana Student/Parent Orientation, Missoula, MT</i>	<i>Speaker</i> Orientation sample lecture	New students and their parents	7/01
<i>SOBA Business Advisory Council, University of Montana, Missoula, MT</i>	<i>Speaker</i>	Board members	5/01
<i>Cornell University Ithaca, New York</i>	<i>Judge</i> Business Plan Competition	Graduates, Undergraduates, Faculty	12/99; 5/00
<i>Centre International de Glion Bulle, Switzerland</i>	<i>Lecturer</i> Seminar in Strategic Management Seminar in International Management	Undergraduates	3/98; 8/98; 3/99; 8/99; 1/00; 8/00; 8/01
<i>F.W. Olin Graduate School of Business Babson Park, Massachusetts</i>	<i>Seminar Leader</i> Managing in Different Cultures	MBA students	2/96; 4/97

INVITED INDUSTRY SEMINARS AND SPEECHES

Organization/Event location	Role & Function description	Attendees	Date(s)
<i>Signature Family Wealth Advisors, Richmond, VA</i>	<i>Speaker</i> “Lessons Learned from the World of Entrepreneurship”	Wealth advisors from Richmond	5/17
<i>SME Bank, Kuala Lumpur, Malaysia</i>	<i>Keynote Speaker</i> “Identifying Entrepreneurial Opportunities”	Business leaders in Malaysia	3/14
<i>Missoula Business Woman’s Network, Missoula, MT</i>	<i>Keynote Speaker</i> “Assessing Entrepreneurial Opportunities”	Women Entrepreneurs	11/07
<i>Youth Entrepreneurship Seminar, Missoula, MT</i>	<i>Keynote Speaker</i> “So...you want to be an Entrepreneur?”	SCORE’s annual seminar for high school students	11/07
<i>Shanghai International Port Group Executive Education, Held in Missoula, MT</i>	<i>Program Development and Speaker</i> “Strategic Analysis Models and Tools”	Executives	7/07 – 8/07

<i>Montana Economic Summit, Butte, MT</i>	<i>Speaker</i> “Business Plan Seminar” (speakers included: Bill Gates, Ben Bernanke, August Busch, Governor Schweitzer, Senators Baucus & Tester)	Business Professionals	5/07
<i>Seminar on Contemporary Research in Toyo University University of Montana Missoula, Mt</i>	<i>Invited Speaker</i> “Entrepreneurship at the University of Montana”	Faculty & Administrators from Toyo and U of M	11/04
<i>Montana Ambassadors Board Meeting, Missoula, MT</i>	<i>Keynote Speaker</i> “Making a difference through Entrepreneurship Education”	Board members	11/04
<i>Missoula Area Youth Hockey Association, Missoula, MT</i>	<i>Facilitator</i> “Developing a strategic direction”	Board members	5/03
<i>Missoula Business Woman’s Network, Missoula, MT</i>	<i>Speaker</i> “Small business strategy”	Women Entrepreneurs	1/03
<i>Junkermeier, Clark, Campanella, Stevens, PC</i>	<i>Speaker</i> “Planning and implementing a Profit Plan”	Corporate Executives	9/02, 9/03
<i>ACE Insurance Corporation Hamilton, Bermuda</i>	<i>Keynote Speaker</i> <i>Corporate Executive Retreat:</i> “Managing for the Future”	Corporate Executives	9/00
<i>Four Seasons Hotels and Resorts Chicago, Illinois</i>	<i>Speaker</i> “Managing in Different Cultures”	Executives	10/98
<i>Swedish Trade Council Stockholm, Sweden</i>	<i>Keynote Speaker</i> “Strategic Management”	Executives	8/97
<i>American Express Atlantic City, New Jersey</i>	<i>Assistant Facilitator</i> “Restaurant Industry Challenges and Trends”	Executives	7/97
<i>Hyundai Corporation Ithaca, New York</i>	<i>Assistant Facilitator</i> “Cross-cultural Management”	Executives	10/96; 6/97; 10/97

PROFESSIONAL BUSINESS AND NON-PROFIT EXPERIENCE

TERRAECHOS
MISSOULA, MT
JULY 2011-2013

Consultant

Worked with founder to refocus business strategy and then wrote business plan to raise capital. TerraEchos security product and solution provider offering enhanced security for high-value commercial and government targets through real time data sensor analytics.

BOUNCEBACK.COM
NEW YORK CITY, NY
JULY 2010-2012

Advisory Board Member

Assisted with business plan development and securing investors.

BITTERROOT RESORT

Lolo, Montana
January 2008-May 2008

Consultant

Developed business plan for this new four-season recreation destination resort.

BANK OF MONTANA

Missoula, Montana
January 2005-2007

Consultant

Developed this de novo bank's business plan. Reviewers with 30+ years of experience commented that it was the best plan they'd seen in their career.

POWERWATER BEVERAGES, INC.

South Windsor, CT
September 2005 - 2009

Consultant/Board of Directors

Assisted this company with bringing the product to market and raising additional capital.

BENCHMARK SIMULATIONS

Missoula, MT
October 2005-2007

Consultant/Board of Directors

Assisted company in securing SBIR Phase 1 and Phase 2 Grants.

WATSON CHILDREN'S SHELTER

Missoula, MT
December 2005-2009

Consultant/Board of Directors

Worked pro-bono with Executive Director to write business plan for expanding from one to two units. Elected to BOD in 2007.

BLUE CROSS BLUE SHIELD MONTANA

Missoula, MT
March – April 2005

Consultant

Conducted research and wrote an analysis on folding in one of BCBS-MT's division.

INLAND NORTHWEST SPACE ALLIANCE (INSA)

Missoula, MT
January 2004 – 2005

Consultant

Led a team to develop business plan for the commercialization of NASA and Department of Defense technologies including the Free Flyer (homeland security unmanned aerial vehicle) and LifeGuard (Mars Mission biomedical device) projects. Part of a \$3.4 million grant.

BLUE CROSS BLUE SHIELD MONTANA

Missoula, MT
March – June 2003

Consultant

Conducted a feasibility study on BCBS's plan to grow its subsidiary Western States Insurance from \$26M to \$100M in five years via acquisitions.

SPECIAL OLYMPICS MONTANA

Missoula, MT
January – May 2003

Human Resource Director for Sport-specific Volunteers

Organized over 250 volunteers to assist with specific sports and events.

MONTANA WORLD TRADE CENTER
Missoula, Montana
October 1999-2009

Consultant

Developed and reviewed business and marketing plans for businesses in the Northwest region of the United States. Developed the rockymountainbusiness.com website to provide rural businesses with access to information on entrepreneurship, strategy, and international business.

MONTANA BUSINESS CAPITAL CORPORATION
Missoula, Montana
December 1999-2012

New Venture Consultant/Expert Witness

Developed and reviewed business plans for moderate to high-growth potential firms pursuing venture capital and/or specialized, government enhanced loan products.

FOUR SEASONS HOTELS AND RESORTS
Toronto, Canada
1999

Management Consultant

Developed comprehensive executive education program for 200 senior level Four Seasons' managers from around the world. Program rolled out during company's high growth period to ensure new managers were ready for cultural challenges from day one.

SHAY CONSULTING INTERNATIONAL, INC.
Truckee, CA
Ithaca, NY
Missoula, MT
1986-1999

Management Consultant, President

Conducted international strategic management research for ITT Sheraton, Four Seasons*Regent, Westin, Le Meridian, Marriott International, Southern Pacific Hotel Company, Pan Pacific, ANA, Century, and Delta hotel and resort companies. Former clients include: Binary Engineering (Waltham, MA), Biral International (Switzerland), Bitter End Yacht Club Resort (British West Indies), Cabarete Beach Hotel (Republica Dominicana), Fried and Associates (Belize), and The Magic Mountains Ski Resort (Vermont).

FIESTA CABARETE, S.A.
Santo Domingo, Dominican Republic
1993-1997

Management Consultant, President

Hotel management company operating one property located in Cabarete, Republica Dominicana. Included consulting services for planned expansion.

SAIL CARIBBEAN VOYAGES, INC.
Northport, NY
British West Indies
French West Indies
Dutch West Indies
1986-1995

Director and Management Consultant

Directed operations in the British Virgin and Leeward Islands for internationally recognized charter company. Responsibilities included industry trend analysis, service positioning, financial planning and control, staff selection and training, staff manuals and instructional materials development, and marketing.

MANHATTAN YACHT CLUB, INC.
New York, NY
1988-1989

Assistant to the President

Provided small business consulting services to this for-profit entrepreneurial venture. Services included designing and writing financial planning and control software for company's unique operations, redefining corporate goals and objectives, and developing and implementing an innovative marketing plan.

TRADEWIND VENTURES
Ft. Lauderdale, FL
Bimini, Bahamas
1986-1988

Partner, Co-founder

Implemented business plan written as undergraduate to provide a "healthy" alternative to traditional spring breaks. Company offered sailing flotilla spring break trips in Florida and the Bahamas.

ACADEMIC HONORS, AWARDS, AND GRANTS

National Organization Awards

- North American Case Research Association **Fellow Award**, 2016. The award recognizes outstanding contributions to the field of case research and teaching and service to NACRA.
- Western Academy of Management's Joan Dahl **President's Award**, 2015. According to WAM the award: "recognizes members who have contributed to the ongoing success of the Western Academy of Management, supported the professional growth and development of its members, and demonstrated excellence in both teaching and research." Recipients of the award must receive the unanimous support of the academy's executive committee, the result of which is that a recipient is not named each year.
- Case Research Journal: **Outstanding Reviewer Award**, 2007-2008.
- Western Academy of Management **Ascendant Scholar Award**, 2006. According to WAM, "to be 'ascendant,' the person should have a record that includes: great research, which is usually determined by the quality and number of articles published; great teaching, which is usually determined by teaching nominations or awards or other types of teaching contributions; engaging professional service, whether with the Academy or with business; and a trajectory or potential that looks very promising for the future."

University of Montana and School of Business Administration Teaching Awards

- The MBA Outstanding Faculty Member, 2000-2001.
- The MBA Outstanding Faculty Member, 2002-2003.
- The MBA Outstanding Faculty Member, 2004-2005.
- The MBA Outstanding Faculty Member, 2006-2007.
- The MBA Outstanding Faculty Member, 2008-2009.
 - (note: not allowed to receive award two consecutive years; name omitted from ballots in 2001-2002, 2003-2004, 2005-2006, 2007-2008).
- The MBA Best Teacher Award (awarded directly from the students to faculty), 2003-2004.
- The Undergraduate Outstanding Faculty Member, Management and Marketing, 2002-2003.
- The University of Montana John Ruffatto Memorial Award, 2003.
- The University of Montana Distinguished Teaching Award Finalist (selected as one of four finalists), 2008.

- The University of Montana Distinguished Teaching Award Finalist (selected as one of four finalists), 2009.
- MBA Faculty Development Award (\$1,000), 2001.

Research and Teaching Awards and Grants

- W&L Innovative STEM Pedagogy Grant (“Integrating Engineering, Business, Entrepreneurship, and Law at Washington and Lee University: An Interdisciplinary and Collaborative Model of the Real World”) with Joel Kuehner, Chris Seaman, Kacie D’Alessandro, and Jon Erickson, 2016-2018
- W&L Lenfest Summer Research Grant, 2010.
- Poe Family Professor of Entrepreneurship (\$25,000), 2008-2009.
- Poe Family Faculty Fellowship (\$10,000), 2006-2007.
- John and Kathleen Connors’ Faculty Fellowship (\$10,000), 2001-2002; 2003-2004, 2005.
- Coleman Scholarship for the USASBE/SBIDA 2000 conference.
- Center for Hospitality Research Grant (\$7,500), 1998.
- Cornell University Graduate Teaching/Research Assistantships 1994-1998.
- Stephen Robbins Western Academy of Management Grant 1997, 1998.

Service Awards and Grants

- University of Montana Student Affairs Faculty Recognition Award, 2003-2004, 2008-2009.
- Academy of Management Web Challenge Award Grant (\$2,000), 2002.
- University of Montana Competitive Research Grant (\$5,000), 2002.
- Price-Babson Fellow, 2000.

Other Honors and Awards

- Beta Gamma Sigma National Business School Honor Society 1991.
- Selected for Babson Graduate School’s International Management Internship Program 1991.
- Accepted into Babson Graduate School’s Management Consultant Field Experience Program 1991.
- Babson College Scholar/Athlete of the Year Award 1987.
- Who's Who Among American College Seniors Award 1987.
- Vice President, Blue Key National Honor Society 1985-1986.

PROFESSIONAL & ACADEMIC COMMITTEES AND EXTRACURRICULAR APPOINTMENTS

Washington and Lee University

- Johnson Chair and Entrepreneurship Program Director, 2009-present.
 - Strategic Planning – lead strategic planning efforts for the program; develop and manage annual budget and update strategic planning documents throughout the year; present strategic plans to administrators, alumni, and faculty
 - Initiatives and responsibilities included:
 - Business Plan Competition – designed and developed a unique business plan competition to meet the specific needs of W&L; launched in fall 2010
 - Secure 15-20 judges each year
 - Advisory Board and Strategic Planning
 - Manage 21 member board

- Develop agenda and content for and lead board retreat – 2015-present
- Developed By-Laws – 2013, voted on in 2014
- Developed strategic plan – 2013 and annual thereafter
- Developed financial plan – 2013 and annual thereafter
- Venture Club Advisor – founded in winter 2011
 - Meet once weekly (Monday) with Executive Committee and twice weekly (Wednesday and Friday) with entire Venture Club during the fall and winter terms; oversee 8-10 consulting projects per year; prepare and provide content, speakers or activities for each Venture Club session; assist with new member marketing; facilitate transition of Executive Committee Officers
 - Membership: 54 students from across university (10+ majors represented, including law); competitive application process
 - Consulting
 - 2017: Supervised 7 projects for external companies
 - 2016: Supervised 7 projects for external companies
 - 2015: Supervised 5 projects for external companies
 - 2014: Supervised 8 projects for external companies
 - 2013: Supervised 10 projects for external companies; secured longer term relationships with a venture capital firm and an incubator to assure consistent project flow
 - 2012: Supervised 7 projects for external companies
 - 2011: Supervised 4 projects for external companies
 - Competitions
 - Case Competition - 2013-present: Select appropriate entrepreneurial case, assign teams, and evaluate team case analyses
 - App Design Competition – 2015: Developed competition parameters, assisted teams with idea and design development, selected winning teams
- Internship Program – launched in winter 2012
 - Work with alumni to develop ten or more internship opportunities for students in entrepreneurial firms; coordinate marketing, review applications, and participate in selection process with Career Development; work with Career Development to assess student needs and allocate appropriate stipends to each student; maintain contact with students at various points during the summer
 - 2017: Supported 8 student internships (Soko, Volunteer Center of Lubbock, Leaf and Grain (2), Triangle Angel Partners, Kindly Care, Deal Cloud, Film Rites, Mike Hardin)
 - 2016: supported 6 student internships (JobScience, Atlanta Tech Villages, NextTier Education, The Kerner Entertainment Group, Neely and Chloe, Endeavor Global)
 - 2015: supported 8 student internships (JobScience, GreenSpring Capital, Grow Marketing, Aptima Ventures, Deborah Bell Photography, CompareAsiaGroup, TechElite, and The Idle Man)
 - 2014: supported 4 student internships (JobScience, Madison Logic, Clean Textile Technologies, and Village Capital)

- 2013: supported 2 student internships (Reaud Capital and Chef's Feed); secured 8 more and 6 were filled by non-entrepreneurship students
- 2012: supported 3 student internships (Bounceback.com, Reaud Capital, and KYCK.com); secured 5 others and not sure if they were filled
- Entrepreneurship Summit – launched in fall 2012
 - Responsibilities:
 - Design and develop sessions for two-day event
 - Secure 30 or more alumni speakers
 - Manage 6 Venture Club committees responsible for various aspects of the Summit
 - Attendance:
 - 2017: 125 alumni and over 250 students
 - 2016: 121 alumni (60+ served as speakers) and over 220 students were confirmed to have attended (there were over 500 registered). There were over 30 hours of programming.
 - 2015: 127 alumni (over 50 of which were speakers, and representing 34 majors) and over 550 students registered (representing all W&L majors)
 - Secured 7 companies offering 17 internships or jobs; 28 students interviewed for these positions
 - 2014: 87 alumni (34 of which were speakers, and representing 29 majors) and over 300 students attended (representing 34 majors)
 - 2013: 68 alumni (33 of which were speakers, and representing 23 majors) and 202 student attended (representing 29 majors)
 - 2012: 32 alumni (representing 15 majors) and 78 students attended (representing 12 majors)
- Fundraising – continuous engagement in fundraising activities
 - 2016: \$550K for new entrepreneurship facilities.
 - 2015: \$3.5M Anonymous endowed chair (donor to be announced later)
 - 2014: various
 - 2013: \$2.5M Connolly, \$100K Parrish, \$25K Cummings, \$2,500 Peck, \$2,500 Craighill
 - 2012: \$100K Bennett, \$130K McAllister, \$20K Calhoun
- Program Media
 - Website: designed and update entrepreneurship.wlu.edu website; over 25,000 hits per year; 2013 major redesign
 - LinkedIn: launched W&L Entrepreneurs group; currently over 1000 members; update, manage member requests, share program news
 - Twitter and Facebook: manage accounts specific to the program
- Global Engagement Initiative, Chair – 2016-present
- Bonner Leader Program, Site Supervisor for Lauren Kim, 2016-2017
- Academic and Professional Qualifications Committee, Chair – 2015-2016
 - Revised existing AQ/PQ standards with a team of 5 faculty
 - Submitted revisions for Dean and faculty review
- Search Committees

- 2016-2017 – Search Committee Chair for new entrepreneurship position that resulted in the hiring of Marc Junkunc
- 2013 Touve line – part of core team that resulted in hiring Drew Hess
- Williams School Advisory Board speeches – 2014F, 2013F, 2012F, 2012S, 2010F, 2010S, 2009F
- Glynn Scholarship Committee, Chair – 2013
- Johnson Scholar Interviews – 2010, 2011, 2013, 2015, 2016, 2017
- Johnson Summer Opportunity Grants – 2010-2013, 2015, 2016, 2017 review 60+ grant applications each year
- Alumni/Development meetings with alumni and chapter speeches
 - 2017: Greenville, SC
 - 2016 cities: Birmingham, AL, Richmond, VA
 - 2015 cities: Atlanta, Nashville, New York City, Greenville
 - 2013 cities: Baton Rouge, New Orleans, Austin, San Antonio, Charlottesville, Denver, Raleigh, Greensboro, San Francisco
 - 2009-2012 cities: Atlanta, Boston, New York, Washington DC, Charlotte, Raleigh, Durham, San Francisco, Connecticut
- Faculty Academic Advisor – Men’s and Women’s Golf Teams, 2013-present.
- Admissions Office
 - 2014: Fairfax guidance counselors panel (12/14), Counselor Visit Program reception
 - 2013: Fairfax guidance counselors panel (12/13), Counselor Visit Program reception (11/13), various interviews with students interested in entrepreneurship
- Newcomer’s Committee, 2009-2012.
- Wellness Committee, 2010-2013.

State of Montana

- Appointed by Governor Judy Martz to the Montana Ambassadors, 2004-present
- Montana International Development Group, 2005-2009
- Enterprise Montana, 2005-2009

University of Montana

- NCAA Committee, 2007-2009.
- Started, along with MADE, the Lewis & Clark Pioneer in Industry Awards
- Leadership Development Proposal – new program designed with Dean Betsy Bach, 2007.
- UM Undergraduate Research Conference Committee – appointed by the Provost, 2004-2006.
- Faculty Advisor to Alpine Racing Team, 2001 – 2004.

School of Business Administration – University of Montana

- Chair, Department of Management and Marketing (2007-2009)
 - Department included Management, Marketing, and International Business majors totaling 15 full-time tenure-professors and 12 full-time adjunct instructors serving over 800 students
 - Managed assigning courses and course scheduling across all majors and all faculty
 - Initiatives and responsibilities included:

- Designed, developed, and implemented new student advising program that improved advising efficiency by over 300 percent and radically increased the consistency and quality of disseminating information to students
 - Designed, developed, and implemented new course scheduling initiative that provided more student access to faculty and more faculty meeting times through implementing a Monday-Wednesday and Tuesday-Thursday class schedule with Fridays open for faculty meetings, student meetings, guest speakers, and special weekend courses
 - Revised and passed new department Unit Standards to reflect changes
 - Led faculty retreats and retreat sessions throughout 10 year period
 - Led development of new mission statement for the business school
 - Led 2008-2009 strategic planning efforts for AACSB review, school was successful in retaining accreditation
- Executive Education
 - Program Development and Faculty Director for Africa APM Executive Education Program (Summer 2008) – developed 8 week executive training program and coordinated 12 faculty and professionals who delivered the program for 36 executives.
 - Program Development and Faculty Director for Shanghai International Port Group Executive Education program (Summer 2007) – developed 11 week executive training program and coordinated 22 faculty and professionals who delivered the program.
- Faculty Director for 2008 and 2009 University of Montana-University of Brescia International Exchange program for MBA students
- Founder, Montana Academy of Distinguished Entrepreneurs – organization teaches three seminars, assists with the business plan competition, and started the Pioneer in Industry Awards. Responsible for bringing in recipients including Liz Claiborne (Liz Claiborne), Tom Siebel (Siebel Systems), Stuart Evey (Founding Chairman of ESPN), Craig Barrett (Intel CEO), Barbara Barrett (NASA, US Ambassador to Finland), Warren Miller (considered creator of extreme sports films and entertainment), etc.
- Director, John Ruffatto Business Plan Competition, 2004-2009.
 - Year 1 (2004-2005): increased prize money from \$4,000 to \$10,000 (150% increase); increased sponsor donations from \$10,000 to \$24,000 (140% increase); increased submissions by over 50 percent
 - Year 2 (2005-2006): increased prize money from \$10,000 to \$20,000 (100% increase); increased sponsor donations from \$24,000 to \$38,000 (58% increase).
 - Year 3 (2006-2007): increased prize money from \$20,000 to \$35,000 (75% increase); increased sponsor donations from \$38,000 to \$55,000 (34% increase).
 - Year 4 (2007-2008): increased prize money from \$35,000 to \$40,000; increased sponsor donations from \$55,000 to \$65,000.
 - Year 5 (2008-2009): maintained prize money; increased sponsorships to \$70,000.
- Accreditation Committee, 2007-2009.
- Technology Committee, 2006-2009.
- Faculty Evaluation Committee Chair, 2006-2007.
- Assisted Development Officers (Jane Ratzlaff, Chanda Klco, Cindy Williams) with fundraising. Worked on several projects (i.e., Gilkey, Harnish, Thuerbach, etc.).
- International Business Advisor (1999-2005) – sole advisor for approximately 80-110 students; redesigned the curriculum in 2003 and successfully gained faculty approval.
- Undergraduate Curriculum Committee, 2004-2005.
- Management and Marketing Search Committee Member, 2000, 2001, 2002, 2003, 2004, 2005.

- Master teacher for Adjunct Faculty in areas of Entrepreneurship, Strategic Management, and International Business, 2001-2007. Supervise 2-3 adjuncts and 6-8 sections per year.
- MBA Curriculum Committee, 2000-2009.
 - Initiated complete restructuring of the MBA program to better sequence and schedule courses to maximize student learning outcomes
 - Orientation Program Subcommittee (Herron, Evans, Shay) – designed new orientation program for all MBA students
 - MBA Essentials Program Subcommittee (Evans, Shay) – redesigned the program to more closely match the needs of the community; selected faculty and content for program
- Management and Marketing Department Library Representative, 1999-2000, 2002.

Thesis Committees

- Thesis Committee, Chair (2001): Joe Mcaffery
- Thesis Committee, Chair (2001): Trina Finley
- Thesis Committee, Member (2002): Jessica Walrath
- Thesis Committee, Chair (2002): Eric Bradford
- Thesis Committee, Member (2002): Becca Gill (Communications)
- Thesis Committee, Member (2003): Neil Morton
- Dan Lande (2008) – Committee Member (Computer Science)
- Kevin O'Reilly (2008) – Committee Member (Computer Science)

Babson College

- MBA Representative for Committee on Academic Administrative Policies 1990-1991.
- Varsity Ski Team Coach 1990-1991.
- Residence Assistant 1985-1987.
- Captain, Varsity Skiing Team 1985-1987.
- Captain, Varsity Sailing Team 1985-1987.
- Student Advisor 1984-1985.

PROFESSIONAL ACTIVITIES

Research Interests

- Entrepreneurship.
- Strategic management in entrepreneurial firms.
- International strategic human resource management.
- International comparative management.
- Cross-cultural organizational behavior.

Membership and Appointments: Professional Societies

- President, Western Academy of Management, 2012-2013.
- President, North American Case Research Association, 2011-2012 and again 2017-2018.
- Vice President Program, Western Academy of Management, 2011-2012.
- Vice President Program – Elect, Western Academy of Management, 2011
- Vice President, North American Case Research Association, 2011.

- Executive Committee, Western Academy of Management, 2010-2011.
- Program Chair (elected), North American Case Research Association, 2010.
- Special Projects Director – Western Academy of Management, elected position 2007-2010.
- Local Arrangements Director – 2007 Western Academy of Management Conference.
- Executive Committee, North American Case Research Association, 2008-present.
- Board of Directors, Representative at Large, North American Case Research Association, 2006-2008.
- Co-President, Western Case Writers Association 2006 conference.
- Vice President and Co-Program Chair, Western Case Writers Association 2005 conference.
- Content Editor Teaching section of Academy of Management's Website, 2002-2003.
- Web Master for the International Division of the Academy of Management, 2000-2003.
- Price-Babson College SEE Fellow, 2000-present.
- United States Association for Small Business and Entrepreneurship (USASBE), 1999-present.
- Small Business Institute Director's Association (SBIDA), 1999-present.
- Academy of Management, 1997-present.
- Western Academy of Management, 1996-present.
- Eastern Academy of Management, 1995, 1998.
- North American Case Research Association, 1997-present.

Academic Reviews: Journals and Conferences

Journals

- Sage Business Case Studies, Editorial Board: 2014-present.
- Case Folio (India), Editorial Board: 2014-present.
- Cornell Hotel and Restaurant Administration Quarterly, Editorial Board: 2013-present.
- Cornell Hotel and Restaurant Administration Quarterly, Associate Editor: 2010-2013.
- Journal of Management Inquiry, Editorial Review Board: 2010-present.
- Case Research Journal, Editorial Review Board: 2009-present.
- International Journal of Organization Analysis, Editorial Review Board: 2007-2010.
- Academy of Management Review, Ad Hoc: 2005
- Group and Organization Management, 1998-2007.
- Case Research Journal, Ad Hoc: 1998-2008.
- Journal of International Business Studies, Ad Hoc: 1998-present.
- Journal of Tourism Management, 1998-2000.

Grant Organizations

- National Science Foundation Research Grant Reviewer (Organizations and Innovations), 2000, 2001, 2002, 2003, 2004.

Conferences

- Western Academy of Management, 1998-2000, 2002-2003, 2010, 2011, 2014, 2015 Conferences.
- Academy of Management Conference (International Track), 2000-2003.
- International Western Academy of Management, 2000 Conference.
- Eastern Academy of Management, 1998-1999 Conferences.
- Western Academy Case Writers Association, 1999 Conference.
- North American Case Research Association, 1998-2002, 2013, 2014 Conferences.

Conference Track Chair, Session Chair, and Key Discussant

- Track Chair, Embryo Track - North American Case Research Association, 2009 Conference.
- Session Chair – North American Case Research Association, 2005 Conference.
- Track Chair, International Management, Western Academy of Management 2005 conference.
- Track Chair, Entrepreneurship and Small Business Management, North American Case Research Association Annual Conference, 2003.
- Session Chair – North American Case Research Association, 2002 Conference.
- Discussion Catalyst – Western Academy of Management, 2002 Conference.
- Session Chair – Decision Sciences Institute, 2001 Conference.
- Session Chair - USASBE/SBIDA, 2000 Conference.
- Session Chair - Eastern Academy of Management, 1998 Conference.
- Key Discussant - Western Academy of Management, 1998 Conference.
- Session Chair - Western Academy of Management, 1998 Conference.

SAMPLE OF BUSINESSES STARTED OR OWNED BY DR. SHAY’S FORMER STUDENTS

- Ben Barry Modeling Agency (www.benbarry.com) – Ben Barry, LSE (2000)
- Talent Egg - Lauren Friese, LSE (2001)
- E-Courier (www.ecourier.co.uk) – Jay Bregman, LSE (2003)
- Coffee Farmers Coop - <http://www.coffeefarmerscoop.com/> - Anne Smith, LSE (2002)
- Childcare Resources (www.Childcareresources.com) – Jodie Rasmussen, UM-MBA (2002)
- Kinetic Sports Interactive (<http://www.workoutbuilder.net/>)– Dallas Neil, UM-MBA (2001)
- Inspect It 1st (<http://www.inspectit1st.com/Home/>) – Tad Olson, UM (2001)
- AirMT – Brandon Speth (2001)
- Garden City Janitorial – Corey Miller (2004)
- ABC Seamless Siding – Damian Khouri (2000)
- Rocky Mountain Development Group (<http://www.rmdg.biz/default.aspx>) – Justin Metcalf (2002)
- Rocky Mountain Truss Company – Jesse Lohse (2005)
- Brew Solutions and Lotic Water– Chris Corbin (2006)
- Cadence Medical – Matt Langan (2010)

REFERENCES

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