

JEFFREY P. SHAY

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EDUCATION

CORNELL UNIVERSITY
Ithaca, NY

DOCTORATE

INTERNATIONAL MANAGEMENT AND STRATEGIC MANAGEMENT

MINOR FIELDS: ORGANIZATIONAL STUDIES

Degree conferred May 1999

Dissertation Committee: Dr. Craig Lundberg (Ph.D. – Cornell University), Committee Chair, Dr. Jan H. Katz (Ph.D. – MIT), Dr. J. Bruce Tracey (Ph.D. – SUNY Albany), Dr. Alan K. McAdams (Ph.D. – Stanford)

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.

BABSON COLLEGE
Wellesley, MA

MASTER OF BUSINESS ADMINISTRATION, Graduate School of Management

CONCENTRATION: STRATEGIC MANAGEMENT

Degree conferred with Distinction December 1991

BABSON COLLEGE
Wellesley, MA

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION

MAJORS: FINANCE AND ENTREPRENEURIAL STUDIES

Degree conferred May 1987

ACADEMIC APPOINTMENTS AND EXPERIENCE

Washington and Lee University

Rupert Johnson Endowed Full Professor of Entrepreneurship and Leadership, Williams School of Commerce, Economics, and Politics, (2009-present) and **Director, J. Lawrence Connolly Center for Entrepreneurship** (2013-present). Hired to start a comprehensive entrepreneurship program. Working with Deans Larry Peppers and Rob Straughan, Development Officers, and alumni, notable achievements include the following:

- Strategic Planning and Development
 - Secured \$2.5 million naming gift for the center and the entrepreneurship program.
 - Secured \$3.5 million gift to create a new endowed entrepreneurship line.
 - Assisted in securing \$550 thousand in alumni gifts to create dedicated space for the center.
 - Assisted in raising an additional \$275 thousand in alumni gifts for discretionary funds.

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- Secured over \$100 thousand in alumni gifts to support Entrepreneurship Internship Program.
- Prepare and present Center's strategic plan annually to Entrepreneurship Advisory Board, Deans, and other administrators.
- Manage Center's budget planning and allocations.
- Manage 28-member alumni board and 5-member alumni Executive Committee
 - Develop agenda and content for and lead board retreat – 2015-present
 - Developed and passed board's By-Laws and revisions – 2013, 2017, 2018
- Facilities
 - Played key role in the evaluation of several sites and ultimate site selection.
 - Assisted with the design and planning of the Center's facilities.
- Personnel and Staffing
 - Chaired successful search committee to fill endowed entrepreneurship line
 - Served on the search committee to select Director of Experiential Learning who works extensively with entrepreneurship program
 - Established network of affiliated faculty from various disciplines across the campus (all STEM areas, Journalism, Law, etc.)
 - Work closely with two administrative assistants on program logistics and events
- Curricular and co-curricular (2010-present)
 - Entrepreneurship Minor – authored proposal for new minor and shepherded proposal through the department and faculty evaluation process. Minor was approved and began being offered in fall 2019.
 - Business Plan Competition – designed and developed a unique business plan competition to meet the specific needs of the university
 - Secure 15-20 judges each year
 - Secured \$25,000 gift to cover prizes for 2019-2021
 - Venture Club (2011-2019)
 - Launched Venture Club with 7 students and helped grow to current 38 members representing 10 different majors
 - Conduct weekly meetings with VC Executive Team
 - Prepare and provide content, speakers, or activities for weekly meetings and labs
 - Oversee 8-10 consulting projects each year for external companies
 - Design and deliver a series of competitions: Case, Idea, App, Elevator Pitch, Investment Opportunity Pitch
 - Entrepreneurship Internship Program (2012-present)
 - Designed and developed innovative internship program to create new opportunities.
 - Review competitive applications and allocate stipends more than 8 internships each year.
 - Entrepreneurship Summit (2012-present)
 - Design and develop sessions for two-day, 30+ hours of programming event.
 - Responsible for securing speakers and attracting returning and new alumni.
 - Secure over 60 speakers each year and manage six Venture Club committees assigned to various aspects of the Summit.
 - Event has grown from 32 alumni and 78 students in 2012 to over 125 alumni and over 250 students in 2019.
 - Students represent all majors and alumni more than 30 majors.
 - Event also includes Student Pitch Competition, Alumni Pitch session, and opportunities for students to interview for jobs and internships.

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- Entrepreneur in Residence Program
 - Designed E-I-R program that includes bringing 2-4 alumni entrepreneurs to campus each year who spend 3 or more days engaging with entrepreneurship classes and students.
 - Entrepreneurship Program Media
 - LinkedIn: launched W&L Entrepreneurs group; currently over 1,200 members; update, manage member requests, share program news
 - Twitter and Facebook: manage accounts specific to the program
- (NOTE: other general faculty service activities appear later in this CV)

University of Montana

Chair, Department of Management and Marketing (2007-2009)

- Strategic Planning and Development
 - Led faculty retreats and/or 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, wrote strategic plan. School was successful in retaining accreditation.
 - Served on Accreditation Committee, 2007-2009
- Personnel and staffing
 - Department included Management, Marketing, and International Business majors totaling 15 full-time tenure-professors and 12 full-time adjunct instructors serving over 800 students
 - Performed annual reviews for all faculty and provided recommendations to dean
 - Managed assigning courses and course scheduling across all majors and all faculty
 - Managed retaining existing and hiring new adjunct faculty.
 - Revised and passed new department Unit Standards to reflect changes
- Curricular and co-curricular (including work before appointed Department Chair)
 - MBA Curriculum Committee (2000-2009)
 - Served as Chair (2006-2009)
 - Initiated complete restructuring of the MBA program to better sequence and schedule courses to maximize student learning outcomes
 - Orientation Program Subcommittee – designed new orientation program for all MBA students
 - MBA Essentials Program Subcommittee – assumed leadership responsibility to redesign the program to more closely match the needs of the community; selected faculty and content for program; developed marketing program to attract professionals.
 - 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
 - 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
 - Program development and Faculty Director for Executive Education (2007-2008)
 - Africa APM Executive Education Program: developed 8-week executive training program and coordinated 12 faculty and professionals who delivered the program for 36 executives.

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- Shanghai International Port Group Executive Education program – developed 11-week executive training program and coordinated 22 faculty and professionals who delivered the program.
- Faculty Director for joint University of Montana-University of Brescia International Exchange program for MBA students (2008 and 2009)
- Director, John Ruffatto Business Plan Competition (2004-2009)
 - Increased prize money from \$4,000 in 2004 to \$40,000 in 2009
 - Increased sponsorships from \$10,000 in 2004 to \$70,000 in 2009
- Founder, Montana Academy of Distinguished Entrepreneurs (2004-2009)
 - Developed innovative approach to increase faculty resources by establishing dedicated group of local entrepreneurs to assist with entrepreneurship program growth.
- Director, Lewis & Clark Pioneer in Industry Awards (2003-2008)
 - Recipients included Tom Siebel, Liz Claiborne, Warren Miller, Stuart Evey, Craig Barrett, Barbara Barrett, and many more who spoke at the awards events

Associate Professor of Entrepreneurship, Strategy, and International Business, Department of Management and Marketing (2004-2009)

- Professorships and Fellowships
 - 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), 2005.

Assistant Professor of Entrepreneurship, Strategy, and International Business, Department of Management and Marketing (1999-2004)

- John and Kathleen Connors' Faculty Fellowship (\$10,000), 2001-2004.

Visiting Professor appointments

- London School of Economics and Peking University joint program (summers 2005-2007, Beijing, China)
- London School of Economics (summers 2000-2004, London, United Kingdom)
- Cornell University (1997-1999)
- Australian International Hotel School (summer 1996)

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.

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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.

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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.

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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.

RESEARCH

Research 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.
- 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."

Research Grants

- W&L Lenfest Summer Research Grant, 2010.
- 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.

Publications in Refereed Journals

Kester, G.W. and Shay, J.P. (In Press). Sequencing lectures and cases in undergraduate business courses: Which should come first? Accepted for publication in Advances in Financial Education.

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- Hoover, S., **Shay, J.P.**, & Reiter, S. (2018). Beginner's Luck: Potential Fraud by the Virginia Lottery. Case study and teaching note submitted March 2016 to Case Research Journal, 2018 volume 38(3) pp. 30 – 46. Revised and resubmitted on May 25, 2018. Second Revise and resubmit July 25, 2018. Accepted August 1, 2018.
- 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”. Published in the Journal of Management Inquiry, 27(3).
- 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.
- 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. 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.

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- 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.

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Refereed Conference Presentations

- Shay, J.P., & Gilinsky, A. (2019). The Art of Case Teaching: A never ending journey. Presented at the North American Case Research Association Conference in Tempe, AZ.
- Wright, T., Stackman, R., and Shay, J.P. (2019). Conference theme influence on the creation of research streams. Presented at the Western Academy of Management Annual Meetings in Sonoma, CA.
- Shay, J.P., Savage, K., and Dolansky, E. (2018). Case research and teaching provocations. Presented at the North American Case Research Association Conference in Orlando.
- Shay, J.P., & Savage, K. (2018). Anatomy of a Great Case and Instructor's Manual. Presented at the North American Case Research Association Conference in Orlando.
- Fergus, A. and Shay, J.P. (2018). Business Case Writing. Presented at the Western Academy of Management Conference in Salt Lake City.
- Shay, J.P. and Gilinsky, A. (2017). The art of case teaching: A never-ending journey. Presented 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?. Presented 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. Presented 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.

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- 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 **Error! Not a valid link.**
- 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.

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- 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.

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- 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.

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- 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.

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- 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.

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Manuscripts under review

Shay, J.P., & Gilinsky, A. (Under review). The Case Method in Business Education. Book proposal submitted to Edward Elgar's Teaching Methods in Business Series on July 1, 2019.

Takeuchi, R., Qian, C., & Shay, J.P. (Under review). Expatriate Behaviors and HCN's Job Satisfaction: Cross-Level Moderating Effects of Decision Autonomy and Culture Novelty. Submitted April 2018 to Journal of Global Mobility.

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. & Hoover, S. (In preparation). Bitter End Yacht Club. Case study to be submitted February 2019 to a journal TBD.

Working papers

Shay, J.P. (To be submitted). Reconsidering Decision-based cases. For submission to The Case Journal.

Shay, J.P., Crawford, T., & Douma, B. (Under preparation). TerraEchos, Inc.: Case study and teaching note. Submitted June 2013 to the Case Research Journal and received "revise and resubmit". Decided to submit to a new journal.

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.

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.

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Invited Workshops on Case Research and Case Teaching

- Shay, J.P. (July, 2017). Case Teaching and Research. Seminar provided for 50 faculty from throughout the Caribbean at the University of Technology in Kingston, Jamaica.
- Shay, J.P. (April 2015). Case Research. Seminar provided to 30 mid to senior level banking and insurance industry professionals at the Asian Institute of Finance in Kuala Lumpur, Malaysia.
- Shay, J.P. (April 2015). Case teaching in Asian Cultures and Case Research Seminars. Seminars provided to 28 faculty at the Hong Kong Baptist University and the Chinese Business Case Research Center in Hong Kong.
- Shay, J.P. (March 2014). Case Research Seminar. Seminar provided to 35 mid to senior level banking industry professionals at the Asian Institute of Finance in Kuala Lumpur, Malaysia.
- Shay, J.P. (March 2014). Case Research Seminar. Seminar provided to 15 Petronas Oil managers at the Petronas Leadership Center, Petronas Oil in Kuala Lumpur, Malaysia.
- Shay, J.P. (March 2014). Leadership and Entrepreneurship Case Research and Teaching. Seminar provided to 80 faculty from throughout the region at Unirazak in Kuala Lumpur, Malaysia.
- Shay, J.P. (February 2014). Case Teaching in Asian Cultures and Case Research Seminar. Seminars provided to 30 faculty at Hong Kong Baptist University in Hong Kong.
- Shay, J.P. (April 2013). Case Research and Case Teaching Methods. Seminar provided to 45 faculty from throughout the region for the Association of Asia-Pacific Business Schools held at Kaist University in Seoul, Korea.
- Shay, J.P. (December 2012). Case Research and Case Teaching Methods. Seminar provided for 165 faculty from throughout the region; held at Unirazak in Kuala Lumpur, Malaysia.

Invited Academic Lectures and Speeches

- Shay, J.P. (March 2019). Teaching Excellence: Tips, Tricks, Tactics, and Balance. Invited talk for Western Academy of Management's Doctoral and New Faculty Consortium in Sonoma, CA.
- Shay, J.P. (March 2019). Research Mentor. Mentor for the Western Academy of Management's Doctoral and New Faculty Consortium in Sonoma, CA.
- Shay, J.P. (December 2018). Case Teaching: Adapting to the changing higher education environment and meeting the needs of diverse audiences. Keynote speech to be provided for the Chinese University of Hong Kong's Case Teaching Workshop.
- Shay, J.P. (March 2018). Research Mentor. Mentor for the Western Academy of Management's Doctoral and New Faculty Consortium in Salt Lake City, UT.

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- Shay, J.P. (June 2018). Case Research and Teaching in Latin and South America. Keynote speech provided for the Asociacion de Latin American Casewriters in Barranquilla, Colombia. (Provided via Skype).
- Shay, J.P. (March 2017). Navigating the challenges of academe. Speaker for Western Academy of Management's Junior Faculty Consortium in Palm Springs, CA.
- Shay, J.P. (March 2015). Landing your first job. Speaker for Western Academy of Management's Doctoral and New Faculty Consortium in Kauai, HA.
- Shay, J.P. (March 2014). Effective College Teaching. Speaker for Western Academy of Management's Doctoral and New Faculty Consortium in Napa, CA.
- Shay, J.P. (October 2013). Lessons from an Experienced Casewriter and Teacher. Keynote speaker for Asociacion de Latin American Casewriters in Sao Paolo, Brazil.
- Shay, J.P. (October 2013). Getting your case published. Speaker for Asociacion de Latin American Casewriters in Sao Paolo, Brazil.
- Shay, J.P. (March 2013). The Art of Effective Teaching. Speaker for the Western Academy of Management's Doctoral and New Faculty Consortium in San Diego, CA.
- Shay, J.P. (July 2012). Case method: Strategy, tactics, and tips. Speaker for Asociacion de Latin American Casewriters in Santiago, Chile.
- Shay, J.P. (July 2012). Publishing Case Research. Speaker for Asociacion de Latin American Casewriters in Santiago, Chile.
- Shay, J.P. (July 2012). Case Method and Case Research: Relevance for Faculty and Student Success. Speaker for Asociacion de Latin American Casewriters in Santiago, Chile.
- Shay, J.P. (March 2012). Mid-career workshop. Speaker for the Western Academy of Management's Mid-career Workshop in Santa Barbara, CA.
- Shay, J.P. (March 2011). Effective College Teaching. Speaker for the Western Academy of Management's Doctoral and New Faculty Consortium in Victoria, British Columbia, Canada.
- Shay, J.P. (March 2010). Research Panel. Speaker for the Western Academy of Management's Doctoral and New Faculty Consortium in Kona, Hawaii.
- Shay, J.P. (March 2009). Doctoral Consortium Speaker/Panelist. Speaker for the Western Academy of Management's Doctoral and New Faculty Consortium in Park City, UT.
- Shay, J.P. (March 2009). Case Teaching Tips. Speaker for the Western Casewriters Association in Park City, UT.
- Shay, J.P. (March 2007). Effective Case Teaching. Speaker for the Western Casewriters Association in Missoula, MT.

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- Shay, J.P. (March 2007). Case Teaching Method. Speaker for the Western Academy of Management's Doctoral and New Faculty Consortium in Missoula, MT.
- Shay, J.P. (March 2006). Effective Case Teaching. Speaker for the Western Casewriters Association in Long Beach, CA.
- Shay, J.P. (March 2006). Doctoral/New Faculty Consortium. Speaker for the Western Academy of Management's Doctoral and New Faculty Consortium in Long Beach, CA.
- Shay, J.P. (March 2005). Doctoral/New Faculty Consortium. Speaker for the Western Academy of Management's Doctoral and New Faculty Consortium in Las Vegas, NV.
- Shay, J.P. (March 2005). Scholarly Casewriting. Speaker for the Western Casewriters Association in Las Vegas, NV.
- Shay, J.P. (November 2004). MADE's Entrepreneurship Initiatives. Speaker for School of Business Administration Advisory Council Education Forum at University of Montana in Missoula, MT.
- Shay, J.P. (November 2004). Entrepreneurship Education at the University of Montana. Speaker for School of Business Administration Management and Marketing Advisory Board at the University of Montana in Missoula, MT.
- Shay, J.P. (June 2003). West Indies Yacht Club Resort. Guest case facilitator for Pennsylvania State University Executive MBA Program in Philadelphia, PA.
- Shay, J.P. (May 2003). Entrepreneurship Initiatives. Speaker for School of Business Administration Advisory Council Education Forum at University of Montana in Missoula, MT.
- Shay, J.P. (July 2001). Orientation Sample Lecture. Speaker for University of Montana Student/Parent Orientation at University of Montana in Missoula, MT.
- Shay, J.P. (May 2001). Building the Entrepreneurship Program. Speaker for School of Business Administration Advisory Council Education Forum at University of Montana in Missoula, MT.
- Shay, J.P. (December 1999 and May 2000). Invited Judge for Cornell University's Business Plan Competition at Cornell University in Ithaca, NY.
- Shay, J.P. (March and August 1998; March and August 1999; January and August 2000; and August 2001). Adjunct Professor for seminars in Strategic Management and International Business at Centre International de Glion in Bulle, Switzerland.
- Shay, J.P. (February 1996 and April 1997). Managing in Different Cultures. Seminar leader for the F.W. Olin Graduate School of Business in Babson Park, MA.

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Invited Industry Seminars and Speeches

- Shay, J.P. (April 2018). Collaborative Competition. Keynote speaker for Lexington Chamber of Commerce session in Lexington, VA.
- Shay, J.P. (May 2017). Lessons Learned from the World of Entrepreneurship. Keynote Speaker for wealth advisors organized by Signature Family Wealth Advisors in Richmond, VA.
- Shay, J.P. (March 2014). Identifying Entrepreneurial Opportunities. Keynote Speaker for business leaders organized by SME Bank in Kuala Lumpur, Malaysia.
- Shay, J.P. (November 2007). Assessing Entrepreneurial Opportunities. Keynote Speaker for women business leaders organized by Missoula Business Women's Network in Missoula, MT.
- Shay, J.P. (November 2007). So...you want to be an Entrepreneur. Keynote speaker for SCORE's Annual Youth Entrepreneurship Seminar in Missoula MT.
- Shay, J.P. (July-August 2007). Strategic Analysis Models and Tools. Program Developer and Speaker for Shanghai International Port Group's Executive Education Program held in Missoula, MT.
- Shay, J.P. (May 2007). Business Plan Seminar. Speaker for the Montana Economic Summit held in Butte, MT. Other speakers included Bill Gates, Ben Bernanke, August Busch, Governor Schweitzer, and US Senators Baucus and Tester.
- Shay, J.P. (November 2004). Entrepreneurship at the University of Montana. Invited speaker for the Seminar on Contemporary Research in Toyo University held at the University of Montana in Missoula, MT.
- Shay, J.P. (November 2004). Making a difference through Entrepreneurship Education. Keynote Speaker for the Montana Ambassadors Board Meeting held in Missoula, MT.
- Shay, J.P. (May 2003). Developing a strategic direction. Facilitator for the Missoula Area Youth Hockey Association held in Missoula, MT.
- Shay, J.P. (January 2003). Small Business Strategy. Speaker for women entrepreneurs involved with the Missoula Business Women's Network held in Missoula, MT.
- Shay, J.P. (September 2002 and 2003). Planning and Implementing a Profit Plan. Seminar leader for corporate executives. Event organized by Junkermeier, Clark, Campanella, and Stevens, PC in Missoula, MT and Great Falls, MT.
- Shay, J.P. (September 2000). Managing for the future. Keynote speaker for the Ace Insurance Corporation Annual Retreat held in Missoula, MT.
- Shay, J.P. (October 1998). Managing in Different Cultures. Facilitator for seminar provided for Four Seasons Hotels and Resorts held in Chicago, IL.

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Shay, J.P. (August 1997). Strategic Management. Keynote Speaker for the Swedish Trade Council held in Stockholm, Sweden.

Shay, J.P. (July 1997). Restaurant Industry Challenges and Trends. Assistant facilitator for American Express Corporation held in Atlantic City, NJ.

Shay, J.P. (October 1996; June 1997; and October 1997). Cross-cultural Management. Assistant facilitator for seminar for Hyundai Corporation.

TEACHING

Courses taught

- **Washington and Lee University**
 - Undergraduate: Entrepreneurship, Strategic Management, Leadership and Cross-cultural Management, Entrepreneurship Field Experience
- **University of Montana**
 - MBA: Entrepreneurship, Strategic Management, International Business, Financing New Ventures, Marketing and Growing a New Venture, Business Plan Workshop, Entrepreneurship High Tech and Legal Issues, Cross-cultural Management, Contemporary Organization
 - Undergraduate: Entrepreneurship, Strategic Management, International Business, Advanced Entrepreneurship Seminar
- **London School of Economics** (3-week intensive summer course in London and Peking)
 - Undergraduate, Masters, and Ph.D.: Entrepreneurship
- **Cornell University**
 - Executive Education: Strategic Management for the Hotel Industry
 - Undergraduate: Strategic Management, Entrepreneurship, Human Resource Management
 - Masters: Managing Across Cultural Boundaries

Washington and Lee University Competitive Teaching 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

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.

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- 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.

Details on courses taught and effectiveness ratings

WASHINGTON & LEE UNIVERSITY, <i>Full Professor</i>, Lexington, VA			
<u>Course</u>	<u>Level</u>	<u>Semester</u>	<u>Effectiveness Rating</u>
Entrepreneurship	Undergraduate	Fall 2019	4.9/5.0
Entrepreneurship	Undergraduate	Fall 2019	4.6/5.0
Strategic Management	Undergraduate	Fall 2018	4.8/5.0
Strategic Management	Undergraduate	Fall 2018	4.6/5.0
Entrepreneurship	Undergraduate	Winter 2018	4.3/5.0
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

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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

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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

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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			
<u>Course</u>	<u>Level</u>	<u>Semester</u>	<u>Effectiveness Rating</u>
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^

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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
<u>Course</u>	<u>Level</u>	<u>Semester</u>	<u>Effectiveness Rating</u>	<u>Average faculty rating*</u>
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

MBA 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)

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SERVICE

Service Awards and Grants

- University of Montana Student Affairs Faculty Recognition Award, 2003-2004, 2008-2009.
- Case Research Journal: **Outstanding Reviewer Award**, 2007-2008.
- Academy of Management Web Challenge Award Grant (\$2,000), 2002.
- University of Montana Competitive Research Grant (\$5,000), 2002.
- Price-Babson Fellow, 2000.

Washington and Lee University

- University committees/service
 - Alumni/Development meetings with alumni and chapter speeches
 - 2018: Seattle, Portland (OR), Missoula (MT), Baltimore, St. Louis, Charleston
 - 2017: Greenville (SC)
 - 2016: Birmingham, Richmond, Tallahassee, Charleston (WV)
 - 2015: Atlanta, Nashville, New York City, Greenville
 - 2013: Baton Rouge, New Orleans, Austin, San Antonio, Charlottesville, Denver, Raleigh, Greensboro, San Francisco
 - 2009-2012: Atlanta, Boston, New York, Washington DC, Charlotte, Raleigh, Durham, San Francisco, CT
 - 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
 - Johnson Scholar Interviews – 2010, 2011, 2013, 2015, 2016, 2017, 2018
 - Assist in the selection of 40+ students receiving full, four-year scholarships
 - Johnson Summer Opportunity Grants – 2010-2013, 2015- 2019, review 60+ grant applications each year for allocation of up to \$100 thousand across 30-40 selected
 - Bonner Leader Program, Site Supervisor for Lauren Kim, 2016-2017
 - Computer Science Department – participated in accreditation review, 2017
 - Engineering-Business Capstone Integration – developed and implemented opportunities for capstone students from both areas to engage
 - Glynn Scholarship Committee, Chair – 2013
 - Faculty Academic Advisor – Men's and Women's Golf Teams, 2013-present.
 - Faculty Advisor – Men's and Women's Ski and Snowboard Teams, 2016-present.
 - Newcomer's Committee, 2009-2012.
 - Wellness Committee, 2010-2013.
- Williams School committees/service
 - Global Engagement and Diversity Initiative, Chair – 2016-2018
 - Developed strategic initiatives focused on increasing faculty and student ethnic and international diversity.
 - Academic and Professional Qualifications Committee, Chair – 2015-2016
 - Revised existing AACSB AQ/PQ standards with a team of 5 faculty
 - Submitted revisions for Dean and faculty review and ultimate approval
 - Williams School Advisory Board invited speeches – 2014F, 2013F, 2012F, 2012S, 2010F, 2010S, 2009F

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- Business Department Committees/service
 - Promotion and tenure committees:
 - Associate to Full Professor: Amanda Bower (Chair), Rob Straughan, Denny Garvis, Bob Ballenger, Adam Schwartz
 - Assistant to Associate: Gavin Fox, Sandy Reiter, Drew Hess
 - Search Committees
 - 2019-2020 – Search Committee member for new Strategic Management line
 - 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
 - AACSB-related
 - Assurance of Learning – attended two workshops (entrepreneurship and BUS department) with Karen Tarnoff to develop AoLs for ENT minor and BUS major – December 2019
 - Reviewer for Assurance of Learning on Critical Reasoning and Global Thinking rubrics – 2018
 - Assurance of Learning on Teams – co-developed assessment instrument - 2017
 - Assurance of Learning on Global Context – co-developed assessment framework – 2017
 - Chaired committee to develop DFDD standards for Academic Service
 - Other Committees
 - Business Department Hiring Practices Committee, 2016
 - Other
 - Academic Fair – represented the new Entrepreneurship Minor, August 2019
 - Academic Fair – represented the BUS major, August 2019
 - Student Activities Fair – represented the Venture Club/Connolly Society, 2012-2019

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

- University committees/service
 - Assisted Development Officers with fundraising
 - Results included funding for a new Executive Education building (Gilkey Center) and new scholarships, fellowships, and professorships.
 - Leadership Development Program – new program designed with Dean Betsy Bach, 2007.
 - UM Undergraduate Research Conference Committee – appointed by Provost, 2004-2006.
 - NCAA Committee, 2007-2009.
 - Faculty Advisor to Alpine Racing Team, 2001 – 2004
- School of Business Administration committees/service
 - Chair, Faculty Evaluation Committee, 2006-2007
 - Management and Marketing Search Committee Member, 2000, 2001, 2002, 2003, 2004, 2005.
 - Undergraduate Curriculum Committee, 2004-2005

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- Master teacher for Adjunct Faculty in areas of Entrepreneurship, Strategic Management, and International Business, 2001-2007. Supervised 2-3 adjuncts and 6-8 sections per year
- International Business Advisor (1999-2005) – sole advisor for approximately 80-110 students; redesigned the curriculum in 2003 and successfully gained faculty approval
- Technology Committee, 2006-2009

Professional Society Elected Positions, Appointments, and Memberships

- North American Case Research Association
 - President, 2011-2012 and again 2017-2018
 - Co-designed and developed new association website, membership and payment system, and journal management system with third party vendors
 - Vice President, Program Chair, 2010-2011
 - Designed ScholarOne's first conference submission system for NACRA use
 - Executive Committee, 2008-present
 - Board of Directors, Representative-at-large, 2006-2008
- Western Academy of Management
 - President, 2012-2013
 - Vice President, Program Chair, 2011-2012
 - Executive Committee, 2010-2011
 - Special Projects Director – Western Academy of Management, elected position 2007-2010.
 - Local Arrangements Director, 2007
- Western Casewriters Association
 - Co-President, 2005-2006
 - Vice President and Co-Program Chair, 2005
- Academy of Management
 - 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
- Paul Lawrence Case Research Foundation: Board member, 2017-2018
- Memberships
 - 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 and 2018-present.
 - Journal of Management Inquiry, Editorial Review Board: 2010-present.
 - Case Research Journal, Editorial Review Board: 2009-present.

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- 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.

UNDERGRADUATE AND MBA ACADEMIC HONORS, AWARDS, AND ACTIVITIES

MBA Honors, Awards, and Service

- 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.
- MBA Representative for Committee on Academic Administrative Policies 1990-1991.
- Varsity Ski Team Coach 1990-1991.

Undergraduate Honors, Awards, and Service

- Babson College Scholar/Athlete of the Year Award 1987.
- Who's Who Among American College Seniors Award 1987.

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- Vice President, Blue Key National Honor Society 1985-1986.
- Residence Assistant 1985-1987.
- Captain, Varsity Skiing Team 1985-1987.
- Captain, Varsity Sailing Team 1985-1987.
- Student Advisor 1984-1985.

REFERENCES

I welcome the opportunity to provide references from a variety of perspectives upon request. The following provide a sample of references:

Administrative

Dean Rob Straughan – Dean, Williams School, Washington and Lee University
Tim Diette – Strategic Advisor to the President, Williams School, Washington and Lee University
Dean Raquel Alexander – Dean, Bucknell University (former Associate Dean at W&L)
Dean Larry Gianchetta – Dean (retired), SoBA University of Montana
Terri Herron – former Associate Dean and Department Chair, SoBA University of Montana
Mike Harrington – University of Montana, former Associate Dean
Bambi Douma – Past Director of MBA program at SoBA University of Montana
Klaus Uhlenbruck – Associate Dean, SoBA University of Montana

Development Officers

Stephen Snead – now at a foundation
Mike Walsh - retired

Co-authors

Sally Baack - department chair, San Francisco State University
Bruce Tracey – Cornell University
Riki Takeuchi - Hong Kong University of Science and Technology

Leadership in academic organizations

Armand Gilinsky – Sonoma State University
Kathy Savage – Northern Arizona University
Richard Stackman – Associate Dean, University of San Francisco
Sally Baack – WAM and department chair, San Francisco State University

Renowned Scholars

Chuck Snow – Penn State University
Bill Starbuck – New York University
Paul Hirsch – Northwestern University
Tom Wright – Fordham University

International

Caleb Chen – Hong Kong Baptist University
Riki Takeuchi – Hong Kong University of Science and Technology
Paul Gold – Dean, University of Technology, Jamaica

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Colleagues

Bambi Douma, former SoBA Professor at University of Montana

Cameron Lawrence – former Professor at SoBA University of Montana

Scott Hoover – Washington and Lee University