

JEFFREY P. SHAY

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125 Donaldsburg Lane
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Department of Business Administration
Washington and Lee University
Lexington, VA 24450
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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

Shay, J.P., Douma, B., Crawford, T., & Herbold, J. (In Press). 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.

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

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

Takeuchi, R., Li, J., & Shay, J.P. (To be submitted). The roles of subsidiary structure on expatriate outcomes: Moderating effects of global management practices. To be submitted to Administrative Sciences Quarterly in Winter 2010.

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., & Jakob, K. (Submitting). The impact of culture on IPO underpricing. Submitting to Journal of International Business Studies or Journal of Finance. Target date: May 2010.

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., & Douglas, S.C.. (Submitting). An investigation of the relationships among facets of expatriate adjustment and multiple measures of expatriate managerial effectiveness. Submitting to Journal of International Management.

Shay, J. P., Tracey, J. B., & Peterson, S. J. The generalizability of managerial practices across cultural contexts. For submission to Journal of International Management.

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 |
|--------------|--|
| 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 AND STUDENT EVALUATIONS

| LONDON SCHOOL OF ECONOMICS, Associate Professor, 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^ |
| 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

| UNIVERSITY OF MONTANA, Associate Professor (tenured), 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: | MBA694 | Spring 2009 | 4.8/5.0 |

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|---|---------|-------------|----------|
| Financing New Ventures+ | | | |
| 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: | MBA694 | Spring 2005 | 4.43/5.0 |

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|---|-----------------|-------------|----------|
| Financing New Ventures+ | | | |
| 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 |

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|------------------------|---------|-----------|----------|
| 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

| 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 |

INVITED MANAGEMENT SEMINARS, LECTURES, AND SPEECHES

| Organization/Event location | Role & Function description | Attendees | Date(s) |
|--|---|--|----------------|
| <i>Western Academy of Management</i> , Park City, UT | <i>Speaker/Panelist</i> “Doctoral Consortium” | Faculty | 3/09 |
| <i>Western Casewriters’ Association</i> , Park City, UT | <i>Speaker</i> “Case Teaching Tips” | Faculty | 3/09 |
| <i>Missoula Business Woman’s Network</i> , Missoula, MT | <i>Keynote Speaker</i> “Assessing Entrepreneurial Opportunities” | Women Entrepreneurs | 11/07 |
| <i>Youth Entrepreneurship Seminar</i> , Missoula, MT | <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</i> , Held in Missoula, MT | <i>Program Development and Speaker</i> “Strategic Analysis Models and Tools” | Executives | 7/07 – 8/07 |
| <i>Montana Economic Summit</i> , Butte, MT | <i>Speaker</i> “Business Plan Seminar” (other speakers included: Bill Gates, Ben Bernanke, August Busch, Governor Schweitzer, Senator Baucus, Senator Tester, etc.) | Business Professionals | 5/07 |
| <i>Western Casewriters’ Association</i> , Missoula, MT | <i>Speaker</i> “Effective Case Teaching” | Faculty | 3/07 |
| <i>Western Academy of Management</i> , Missoula, MT | <i>Speaker/Panelist</i> “Case Teaching Method” | Faculty | 3/07 |
| <i>Western Casewriters’ Association</i> , Long Beach, CA | <i>Speaker</i> “Effective Case Teaching” | Faculty | 3/06 |
| <i>Western Academy of Management</i> , Long Beach, CA | <i>Speaker/Panelist</i> “Doctoral/New Faculty Consortium” | Faculty | 3/06 |
| <i>Western Academy of Management</i> , Las Vegas, NV | <i>Speaker/Panelist</i> “Doctoral/New Faculty Consortium” | Faculty | 3/05 |
| <i>Western Casewriters’ Association</i> , Las Vegas, NV | <i>Speaker</i> “Scholarly Casewriting” | Faculty | 3/05 |

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| <i>Montana Ambassadors Board Meeting</i> , Missoula, MT | <i>Keynote Speaker</i> Making a difference through Entrepreneurship Education | Board members | 11/04 |
| <i>SOBA Business Advisory Council Education Forum</i> , University of Montana, Missoula, MT | <i>Speaker</i> MADE's Entrepreneurship initiatives | Board members | 11/04 |
| <i>SOBA Management & Marketing Advisory Board</i> , University of Montana, Missoula, MT | <i>Speaker</i> Entrepreneurship Education at the University of Montana | Board members | 11/04 |
| <i>Seminar on Contemporary Research in Toyo University</i> University of Montana Missoula, Mt | <i>Invited Speaker</i> Presentation on Entrepreneurship at the University of Montana | Faculty & Administrators from Toyo and U of M | 11/04 |
| <i>Pennsylvania State University Executive MBA Program</i> , Philadelphia, PA | <i>Guest Lecturer</i> Taught final strategic management session for Dr. Charles Snow | Executive MBA Students | 6/03 |
| <i>SOBA Business Advisory Council Education Forum</i> , University of Montana, Missoula, MT | <i>Speaker</i> Entrepreneurship initiatives | Board members | 5/03 |
| <i>Missoula Area Youth Hockey Association</i> , Missoula, MT | <i>Facilitator</i> Developing a strategic direction | Board members | 5/03 |
| <i>Missoula Business Woman's Network</i> , Missoula, MT | <i>Speaker</i> "Small business strategy" | Women Entrepreneurs | 1/03 |
| <i>Distinguished Entrepreneurs' Symposium</i> , Missoula, MT | <i>Organizer/Speaker</i> | Entrepreneurs | 10/02, 10/03 |
| <i>Junkermeier, Clark, Campanella, Stevens, PC</i> | <i>Speaker</i> "Planning and implementing a Profit Plan" | Corporate Executives | 9/02, 9/03 |

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| <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>ACE Insurance Corporation Hamilton, Bermuda</i> | <i>Keynote Speaker</i> Corporate Executive Retreat: “Managing for the Future” | Corporate Executives | 9/00 |
| <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>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 |
| <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 |

PROFESSIONAL BUSINESS AND NON-PROFIT EXPERIENCE

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 - present

Consultant/Board of Directors

Assisting this company with bringing the product to market. Exit strategy is to sell the company to Coca-Cola or PepsiCo.

BENCHMARK SIMULATIONS

Missoula, MT
October 2005-2007

Consultant/Board of Directors

Assisted company in securing a SBIR Phase 1 Grant. Continue to advise executive members.

WATSON CHILDREN'S SHELTER

Missoula, MT
December 2005-present

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

Leading a team of former students 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.

MONTANA WORLD TRADE CENTER

Missoula, Montana
October 1999-present

Consultant

Develop and review 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-present

New Venture Consultant/Expert Witness

Develop and review 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

Developing executive education program for 200 senior level Four Seasons' managers from around the world.

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. Includes 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

- 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.

UM and SOBA 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 Awards and Grants

- Poe Family Professor of Entrepreneurship (\$25,000), 2008-present.
- 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-present.

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

State of Montana

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

University of Montana

- Started, along with MADE, the Pioneer in Industry Awards
- Leadership Development Proposal – new program designed with Dean Betsy Bach
- 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-present)
- Faculty Director for 2008 and 2009 University of Montana-University of Brescia International Exchange program for MBA students
- 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.
- Founder, Montana Academy of Distinguished Entrepreneurs – organization teaches three seminars, assists with the business plan competition, and started the Pioneer in Industry Awards.

- Director, John Ruffatto Business Plan Competition, 2004-present
 - 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.
- Assist 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) – advised approximately 80-110 students; redesigned the curriculum in 2003.
- 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-present. Supervise 2-3 adjuncts and 6-8 sections per year.
- MBA Curriculum Committee, 2000-present.
 - 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

- Special Projects Director – Western Academy of Management, elected position 2007-present
- Local Arrangements Director – 2007 Western Academy of Management Conference.
- Presidential Track, North American Case Research Association, 2008-present.
- Board of Directors, 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

- Case Research Journal, Editorial Review Board: 2009-present.
- International Journal of Organization Analysis, Editorial Review Board: 2007-present.
- Academy of Management Review, Ad Hoc: 2005
- Group and Organization Management, 1998-present.
- Case Research Journal, Ad Hoc: 1998-2008.
- Journal of International Business Studies, 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.

- Academy of Management Conference (International Track), 2000-2003.
- International Western Academy of Management, 2000 Conference.
- Eastern Academy of Management, 1998-1999 Conferences.
- Western Academy of Management, 1998-2000, 2002-2003 Conferences.

- Western Academy Case Writers Association, 1999 Conference.
- North American Case Research Association, 1998-2002 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.

Scholars Dr. Shay has brought to the University of Montana SOBA

- Paul Hirsch – Northwestern University, Management Department Chair, Editor of Journal of Management Inquiry
- Craig Lundberg – Cornell University, Ken Blanchard Endowed Chair, AoM Fellow
- Chuck Snow – Pennsylvania State University, Management Department Chair
- Bill Starbuck – New York University, Former AoM President

Consortium Attendances

- Western Academy of Management Junior Faculty Consortium, Kona, Hawaii, April 2000.
 - E-Business Conference, University of Montana, Missoula, Montana, 1999.
 - Academy of Management, International Junior Faculty Consortium, San Diego, California, 1998.
 - Academy of Management IMD Doctoral Consortium, Boston, Massachusetts, August 1997.
 - Western Academy of Management Doctoral Consortium, Squaw Valley, California, April 1997.
 - Eastern Academy of Management, Ithaca, New York, May 1995.
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SAMPLE OF BUSINESSES STARTED OR OWNED BY DR. SHAY'S FORMER STUDENTS

- Ben Barry Modeling Agency (www.benbarry.com) – Ben Barry, LSE (2000)
- 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)

REFERENCES

DOCTORAL COMMITTEE:***DR. CRAIG LUNDBERG**

Kenneth Blanchard Professor of Human Resources
527 Statler Hall
Cornell University
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Ph.D. – School of Industrial and Labor Relations,
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* Academy of Management Fellow

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512 Mallott Hall
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Ph.D. – Graduate School of Business, State University
of New York – Albany

Other references available on request:

- Dr. Sam Jelinek, Professor, William and Mary
- Dr. Charles Snow, Professor and Chair of Management Department, Pennsylvania State University
- Dr. William Starbuck, Professor, New York University
- Dr. Sally Baack, Associate Professor, San Francisco State University
- Dr. Riki Takeuchi, Assistant Professor, Hong Kong University of Science and Technology