

**DENNIS M. GARVIS**  
Ehrick Kilner Haight, Sr. Term Professor  
Head, Business Administration Department  
Associate Professor of Management  
Williams School of Commerce, Economics, and Politics  
Washington and Lee University  
Lexington, Virginia 24450

## **EDUCATION**

Georgia State University, Robinson College of Business.  
Doctor of Philosophy in Business Administration, May, 2000

The University of Iowa, College of Law.  
Juris Doctor, With Distinction, December, 1985

The University of Iowa, College of Business.  
Bachelor of Business Administration (Major in Economics), May, 1982

## **ACADEMIC EXPERIENCE**

Washington and Lee University, Lexington, Virginia.  
Williams School of Commerce, Economics, and Politics  
Ehrick Kilner Haight, Sr. Term Professor, 2009-Present  
Head, Business Administration Department, 2006-Present  
Associate Professor, 2005-Present  
Assistant Professor, 1998-2005

Georgia State University, Atlanta, Georgia.  
Robinson College of Business  
Instructor, Undergraduate Program, 1993-1998  
Graduate Teaching Assistant, Executive MBA Program, 1996-98

University Of Missouri -- Kansas City, Kansas City, Missouri.  
Bloch School of Business and Public Administration  
Instructor, 1991

## **OTHER PROFESSIONAL EXPERIENCE**

Attorney, Morrison & Hecker, Kansas City, Missouri.  
1985 - 1989 and 1991 - 1993

Judicial Clerk, Judge Arthur B. Federman, U.S. Bankruptcy Court, Kansas City, Missouri.  
1989 - 1991

## **PUBLICATIONS**

### **Refereed Publications**

- 2009 Johnson, L.P.Q. and Garvis, D.M. Are Corporate Officers Advised About Fiduciary Duties? The Business Lawyer.
- 2009 Ballenger, R. and Garvis, D.M. Instructional Technology in Business Education: An Examination of Online Learning Styles. Annual Conference Issue of the Journal of the North American Management Society.
- 2005 Ballenger, R. and Garvis, D.M. Assessment of Web-based Instructional Technologies: A Methodology to Identify Patterns in Student Usage of Learning Management Systems, with Dr. Robert Ballenger. Proceedings of the 22<sup>nd</sup> Annual Meeting of the AoM/IAoM (Association of Management/International Association of Management).
- 2004 Garvis, D.M. Director Compensation: An International Survey of Incentives Paid to Board Members of Publicly-Held Corporations. Proceedings of the American Society of Business and Behavioral Sciences.
- 2004 Hoover, S. and Garvis, D.M. Reported Earnings, Compensation, and Incentives to Misrepresent: A Model of Executive Behavior. Proceedings of the American Society of Business and Behavioral Sciences.
- 2003 Garvis, D.M., Ireland, R.D. and Zahra, S.A. Characteristics and Outcomes of Entrepreneurial Collaborations. Management Research.
- 2003 Garvis, D.M. Internal and External Influences on New Product Development Partnerships. Proceedings of the American Society of Business and Behavioral Sciences.
- 2001 Garvis, D.M. Characteristics of Entrepreneurial Collaborations: The Effects of Innovativeness and Risk on Partnership Success and Partner Satisfaction. Proceedings of the Eastern Academy of Management.
- 2000 Zahra, S.A. and Garvis, D.M. International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility. Journal of Business Venturing.
- 1998 Zahra, S.A. and Garvis, D.M. International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility. Proceedings of the Annual Meeting of the Academy of Management.
- 1998 Garvis, D. M. and Bogner, W.C. Structure Decisions and the Multinational Enterprise: A Dynamic Competence Perspective. Proceedings of the Annual Meeting of the Strategic Management Society.
- 1992 Garvis, D.M. Gagging the Creditors: Improper Restrictions Upon Communications Between Creditors in Chapter 11 Reorganizations. Proceedings of the Annual Meeting of the Academy of Legal Studies in Business.
- 1992 Garvis, D.M. and Koger, F. If at First You Don't Succeed, . . . : An Alternative Remedy after United States v. Nordic Village. American Bankruptcy Law Journal.

### **Book Chapters**

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

### **Other Publications**

- 2000 Garvis, D.M. Guidelines for Internet Start-ups, W&L Alumni Magazine, Lexington, VA.

### **PAPER PRESENTATIONS**

- 2009 Advising Corporate Officers of Fiduciary Duties: Legal Standards and Empirical Evidence, Midwest Academy of Legal Studies Meeting, Chicago, Illinois.
- 2006 Instructional Technology in Management Education: An Empirical Examination of Online Learning Styles (with Dr. Robert Ballenger). Annual Meeting of the Academy of Management, Atlanta, Georgia.
- 2006 Does Governance Matter in Smaller Firms? The Effects of Firm Size on Corporate Governance in U.S. Listed Companies. 4th International Conference on Corporate Governance, Birmingham Business School, University of Birmingham, Birmingham, England.
- 2005 Assessment of Web-based Instructional Technologies: A Methodology to Identify Patterns in Student Usage of Learning Management Systems (with Dr. Robert Ballenger). Annual Meeting of the AoM/IAoM (Association of Management/International Association of Management), Norfolk, Virginia.
- 2005 Effective Corporate Governance of Small to Medium Firms; A Research Agenda. Annual Meeting of the AoM/IAoM (Association of Management/International Association of Management), Norfolk, Virginia.
- 2004 Expanding Accountability; The Development of a Corporate Governance Database for Small to Medium US Firms. 7th International Conference on Corporate Governance and Board Leadership, Henley Management College, Henley-on-Thames, England.
- 2004 Director Compensation: An International Survey of Incentives Paid to Board Members of Publicly-Held Corporations. Annual Meeting of the American Society of Business and Behavioral Sciences, Las Vegas, Nevada.
- 2004 Reported Earnings, Compensation, and Incentives to Misrepresent: A Model of Executive Behavior (with Dr. Scott Hoover). Annual Meeting of the American Society of Business and Behavioral Sciences, Las Vegas, Nevada.
- 2003 Antecedents to Ineffective Governance; The Effects of CEO and Director Compensation on Financial Restatements in U.S. Companies. 6th International Conference on Corporate Governance and Board Leadership, Henley Management College, Henley-on-Thames, England.

- 2003 Effects of the NYSE Corporate Governance Proposal; A Multi-Disciplinary Approach. Annual Meeting of the American Society of Business and Behavioral Sciences, Las Vegas, Nevada.
- 2003 Internal and External Influences on New Product Development Partnerships. Annual Meeting of the American Society of Business and Behavioral Sciences, Las Vegas, Nevada.
- 2002 Levels of Entrepreneurship: The Role of Inter-firm Entrepreneurial Collaboration (with Dr. R. Duane Ireland). Babson-Kauffman Entrepreneurship Research Conference, Boulder, Colorado.
- 2001 Characteristics of Entrepreneurial Collaborations: The Effects of Innovativeness and Risk on Partnership Success and Partner Satisfaction. Annual Meeting of the Eastern Academy of Management, New York, New York.
- 1998 International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility (with Dr. Shaker A. Zahra). Annual Meeting of the Academy of Management, San Diego, California.
- 1996 Structure Decisions and the Multinational Enterprise: A Dynamic Competence Perspective (with Dr. William C. Bogner). Annual Meeting of the Strategic Management Society, Phoenix, Arizona.
- 1995 An Empirical Test of the Hypercompetition Concept in the Wireless Communications Industry (with Dr. William C. Bogner). Annual Meeting of the Strategic Management Society, Mexico City, Mexico.
- 1995 Why Do Firms File Chapter 11? An Integration of Law and Strategic Management. Annual Meeting of the Academy of Legal Studies in Business, Milwaukee, Wisconsin.
- 1995 Alternative Discounted Cash Flow Analysis in Bankruptcy. Annual Meeting of the Midwest Business Law Association, Chicago, Illinois.
- 1994 Proper Application of Economic Present Value Calculation of Secured Claims in Contested Chapter 11 Proceedings. Annual Meeting of the Academy of Legal Studies in Business, Dallas, Texas.
- 1992 Gaggling the Creditors: Improper Restrictions Upon Communications Between Creditors in Chapter 11 Reorganizations. Annual Meeting of the Academy of Legal Studies in Business, Toronto, Canada.
- 1992 Ignorance is Bliss: The Failure of the Courts to Recognize Constitutional Principles in the Interpretation of the Bankruptcy Code. Annual Meeting of the Midwest Business Law Association, Chicago, Illinois.
- 1991 Earning a Pension Exemption in Bankruptcy: A Proposed Application of the Exemption Provisions of the Consumer Credit Protection Act for Individuals in Bankruptcy. Annual Meeting of the Academy of Legal Studies in Business, Portland, Maine.
- 1991 The Effects of Bankruptcy on Marriage Dissolution Proceedings. Annual Meeting of the Missouri Bar, Kansas City, Missouri.

### **CO-AUTHORED PAPERS PRESENTED BY OTHERS**

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

### **PANELS**

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

### **OTHER RESEARCH ACTIVITIES**

- 2008 Participant, Publishing Workshop, Academy of Management Journal of Learning and Education, Anaheim, California
- 2003 Participant, NYU-NYSE Director's Institute, New York, New York
- 2002 Special Editor, Empirical Analysis of an Examination Based on the Academy of Legal Studies in Business Test Bank. The Journal of Legal Studies Education.

### **PROFESSIONAL AFFILIATIONS**

Academy of Management  
Academy of Legal Studies in Business  
Southern Management Association (Past Member)  
Strategic Management Society (Past Member)  
Eastern Academy of Management (Past Member)

## **SERVICE**

### **University Service**

- 2008-present Washington and Lee University Library Committee.  
2008-present Washington and Lee University Faculty Review Committee.  
2008-present Faculty Representative to the Washington and Lee University Board of Trustees.  
2006-present Department Head, Business Administration Department, .  
2008-9 Co-chair, President's Committee on Socio-Economic Diversity.  
2007 Facilitator, " Exporting American Norms: Values, Honor, and Controversy in U.S. Foreign Policy" Institute of Honor, Washington and Lee University.  
2007 Member, University Provost Search Committee.  
2007 Member, Undergraduate Advising Task Force.  
2006 External Reviewer, International Business and Management Major, Dickinson College.  
2004 Member, Williams School Ad Hoc Committee for Annual Faculty Evaluation.  
2004 Member, Ad Hoc Committee for the Study of Revenue Enhancement.  
2004 Facilitator, "Reform of Corporate Governance: Lessons from the Honor System" Institute of Honor, Washington and Lee University.  
2004 Participant, NITLE Conference on New Learning Spaces, Vassar College.  
2002-2005 Member, Faculty Executive Committee, Washington and Lee University.  
1999-2005, 2007-8 Faculty Leader, Students Investments Trip, Williams School, Washington and Lee University.  
2001-2003 Member, Watson Fellowship Selection Committee.  
2002-2006, 2008 Faculty Supervisor, R.E. Lee Scholars, Washington and Lee University.  
2003 Member, Dean of Students Search Committee, Washington and Lee University.  
2003 Interviewer, Career Services, various positions, Washington and Lee University.  
2002 Member, Ad Hoc Committee to Study Student Affairs, Washington and Lee University.  
2002 Member, Strategic Planning Group, Williams School, Washington and Lee University.  
2001 Member, Summer Scholars Faculty, Washington and Lee University.  
2000 Member, Teaching and Learning Resource Group, Washington and Lee University.

### **Professional Service**

- 1999-present Board of Reviewers, Journal of Legal Studies Education.  
2005-2009 Ad hoc Reviewer, Corporate Governance, An International Review.  
2005-2009 Reviewer, Management Education & Development Track, Annual Meeting, Academy of Management.  
2001-2005 Reviewer, Entrepreneurship Track, Annual Meeting, Academy of Management.  
2001, 2003-4 Reviewer, Strategy & Entrepreneurship Track, Annual Meeting, Eastern Academy of Management.  
2002 Reviewer, Entrepreneurship Track, Annual Meeting, Southern Management Academy.  
2001 Reviewer, General Management, International Business, and Strategy Track, Annual Meeting, Southeast Decision Sciences Institute Conference.  
1999 Reviewer, Special Issue, *Change and Development Journeys in a Pluralistic World*, Academy of Management Review.  
1999 Reviewer, Special Issue, *Beyond Products: New Strategic Imperatives for Developing Competencies*, Journal of Engineering and Technology Management.  
1999-2001 Reviewer, Strategy and Policy Track, Annual Meeting, Decision Sciences Institute.  
1998-1999 Reviewer, Strategy and Policy Track, Annual Meeting, Southern Management Association.  
1997 Reviewer, Special Issue, *Corporate Entrepreneurship*, Entrepreneurship Theory and Practice.  
1996 Reviewer, Special Issue, *International Entrepreneurship*, Entrepreneurship Theory and Practice.  
1996 Reviewer, Annual Meeting of the American Society of Competitiveness.

### **Community Service**

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

### **HONORS**

- 2009 Best Paper Award in Teaching Track, Instructional Technology in Business Education (with Dr. Robert Ballenger). Annual Meeting of the North American Management Society.
- 2005 Faculty Initiate, Beta Gamma Sigma, Washington and Lee University.
- 2000 Faculty Initiate, Omicron Delta Epsilon, Washington and Lee University.
- 1998 Waino W. Suojanen Research Excellence Award, for Outstanding Research by Management Doctoral Students, Robinson College of Business, Georgia State University.

### **GRANTS**

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