SHELBY L. GAI, PHD

Eli Broad College of Business – Michigan State University
632 Bogue St., Room N432 | East Lansing, MI 48824
Email: shelby.gai@broad.msu.edu | Phone: (347) 788-8713

POSITION

Eli Broad College of Business – Michigan State University, East Lansing, MI 2020*-Present
Assistant Professor in Management **Parental leave taken in 2023 and 2026*

EDUCATION

Kellogg School of Management – Northwestern University, Evanston, IL 2015-2020
Ph.D. in Management and Organizations 2020
M.S. in Statistics 2020
M.A. in Management and Organizations 2018

The Wharton School of the University of Pennsylvania, Philadelphia, PA 2013-2015
M.A. in Ethics and Legal Studies

Princeton University, Princeton, NJ 2006-2010
A.B. *magna cum laude* in Sociology; Certificate in East Asian Studies

RESEARCH INTERESTS

Strategic Management and Organization Theory; Corporate Governance; Board Design

JOURNAL PUBLICATIONS

(5) Lee, M.K., & **Gai, S.L.** CEO Social Class and Career Outcomes. *Conditional Accept at the Strategic Management Journal.*
- 2025 AOM Best Paper Proceedings (STR Division)
- Nominated for STR Best Paper Prize

(4) **Gai, S.L.** and Cheng, Y.J. (2026) The effect of board leadership roles and committee responsibilities on governance effectiveness. *Journal of Management Studies.*

(3) **Gai, S. L.**, Cheng, J. Y. J., & Wu, A. (2021). Board Design and Governance Failures at Peer Firms. *Strategic Management Journal*, *42*(10), 1909-1938.
- Andreas Al-Aham Best Paper Award from the Multi-Level Network Research Standing Working Group at EGOS

(2) Ocasio, W. & **Gai, S.L.** (2020). The Adolescence of Organizational Institutionalism. *Journal of Management Inquiry, 29*(3), 262-271.

(1) Smith, E.B. & **Gai, S.L.** (2017). Institutional Interruption and Market Change: A Structural Explanation of Organizational Heterogeneity in the Hedge Fund Industry. *Industrial and Corporate Change, 26*(6), 1039-1066.

PAPERS UNDER REVIEW

Cheng, Y.J. & **Gai, S.L.** Board Design: An Organization Design Perspective on Corporate Governance. *Under initial review at Journal of Management.*

Gai, S.L. Advice on Seeking Advice: Governance Configurations for Hong Kong Family Firms. *Under initial review at Journal of Management Studies.*

Gai, S.L., Zajac, E.J., Ramesh, S., Zhang, D. Compensation Consultants and CEO Favoritism. *Under initial review at Academy of Management.*
- 2019 AOM Best Paper Proceedings (STR Division)

Gai, S. L., Yang, R., & Haleblian, J. Win-Win-Win?: Network Perspective on Acquisitions and Alliances. *Under initial review at Organizational Science*.

Yang, R., **Gai, S. L.,** Haleblian, J, & McNamara, G., Acquisitions to Achieve Strategic Optimal Distinctiveness. *Under initial review at Academy of Management Journal*.

WORKING PAPERS

Cheng, Y.J., **Gai, S.L.,** & Sun, H. Board Diversity and Director Skills (preparing for submission to the Academy of Management Journal).
- *Nominated for 2026 ICGS Annual Conference Best Paper Award*
- *Nominated for the 2025 SMS Annual Conference Best Paper Award*

Gai, S.L., & Maric, S., Koval, C. Antecedents and Consequences of Overachieving CEOs (preparing for submission to Administrative Science Quarterly).

Maric, S., **Gai, S.L.,** Hays, N.A. Multiple Anchor Points and Risk-taking (preparing for submission to Administrative Science Quarterly).

PAPERS IN PROGRESS

Gai, S.L. Two Roads Diverged in a Logic Road: Cultural Entrenchment versus Strategic Search Post-Crisis (rough draft finished).

Pozner, J.E., **Gai, S.L**., and Cai, Y. Structural Mechanisms to Increase Board Diversity (writing in progress).

TEACHING

Broad College of Business, East Lansing, MI 2020-Present

PIM855: Strategic Management I (EMBA) Fall 2025
- *Overall Quality of the Instructor: 4.8 / 5 rating average rating across two sections*
- *Overall Quality of the Course: 4.8 / 5 rating average rating across two sections*

PIM856: Strategic Management II (EMBA) Spring 2025
- *Overall Quality of the Instructor: 4.68 / 5 rating average rating across two sections*
- *Overall Quality of the Course: 4.36 / 5 rating average rating across two sections*

PIM855: Strategic Management I (EMBA) Fall 2024
- *Overall Quality of the Instructor: 4.95 / 5 rating average rating across two sections*

- *Overall Quality of the Course: 4.67 / 5 rating average rating across two sections*

MGT908: Organizational Theory Seminar (PhD Seminar) Spring 2024
- *Overall Quality of the Instructor: 4.8 / 5 rating*
- *Overall Quality of the Course: 4.8 / 5 rating*

PIM856: Strategic Management II (EMBA) Spring 2024
- *Overall Quality of the Instructor: 4.68 / 5 rating average rating across two sections*
- *Overall Quality of the Course: 4.61 / 5 rating average rating across two sections*

PIM855: Strategic Management I (EMBA) Fall 2023
- *Overall Quality of the Instructor: 4.65 / 5 rating average rating across two sections*
- *Overall Quality of the Course: 4.27 / 5 rating average rating across two sections*

MGT908: Organizational Theory Seminar (PhD Seminar) Spring 2022
- *Overall Quality of the Instructor: 5 / 5 rating*
- *Overall Quality of the Course: 5 / 5 rating*

MGT460: Organizational Design and Strategy Implementation (Senior Capstone) [*] Spring 2022
- *Overall Quality of the Instructor: 4.77 / 5 rating*
- *Overall Quality of the Course: 4.77 / 5 rating*

MGT460: Organizational Design and Strategy Implementation (Senior Capstone) Spring 2021
- *Overall Quality of the Instructor: 4.73 / 5 average rating across two sections*
- *Overall Quality of the Course: 4.42 / 5 average rating across two sections*

Kellogg School of Management, Evanston, IL 2015-2020
Teaching Assistant: Strategy Implementation (for Ned Smith) Fall 2016-2020
Teaching Assistant: Managing Change (for Jillian Chown) Spring 2020
Teaching Assistant: EMBA Teams (for Leigh Thompson) Spring 2020
Teaching Assistant: Negotiations Fundamentals (for Leigh Thompson) Spring 2017-2020
Teaching Assistant: Creativity (for Leigh Thompson) Spring 2018
Teaching Assistant: Power in Organizations (for Willie Ocasio) Winter 2018

The Wharton School of the University of Pennsylvania, Philadelphia, PA 2013-2015
Teaching Assistant: Corporate Responsibility and Ethics Fall 2014
Teaching Assistant: Responsibility in Global Management Summer 2014

INVITED PRESENTATIONS & CONSORTIA

Director Skills and Board Gender Diversity
- ICGS Annual Conference, Montreal, Canada, 2026
- Strategy Science Annual Conference, Boulder, CO, 2026
- SLIDE Conference, Charlottesville, VA, 2026
- SMS Annual Conference, San Francisco, CA, 2025
- AOM Annual Conference, Copenhagen, Denmark, 2025
- SLIDE Conference, Forth Worth, TX, 2025

CEO Social Class

[*] Due to an administrative error, only one of two sections is available.

- AOM Annual Conference, Copenhagen, Denmark, 2025
- AOM Annual Conference (Symposium Participant), Chicago, IL, 2024
- AOM Annual Conference (Symposium Participant), Seattle, WA, 2022

Underboarded, But Still Overcommitted
- SMS Annual Conference, San Francisco, CA, 2025

Antecedents and Consequences of Overachieving CEOs
- ICGS Annual Conference, Phoenix, AZ, 2024
- City University of Hong Kong – Management Department, 2022
- Gatton College of Business and Economics, University of Kentucky – Management Department, 2021
- Strategy Science Annual Conference, Cambridge, MA (Virtual), 2021
- European Group for Organizational Studies Annual Conference, Amsterdam, Netherlands (Virtual), 2021
- AOM Annual Conference, Philadelphia, PA (Virtual), 2021
- SMS Annual Conference, Toronto, Canada (Virtual), 2021
- Southern Management Association, New Orleans, LA, 2021

Governance Configurations for Hong Kong Family Firms
- ICGS Annual Conference, Phoenix, AZ, 2024
- Global Business and Comparative Corporate Governance Research Conference, Ann Arbor, MI, 2024
- SMS Annual Conference, London, UK, 2020

Multiple Anchor Points and CEO Risk-taking
- SMS Annual Conference, Istanbul, Turkey, 2024
- AOM Annual Conference, Chicago, IL 2024
- IACM Annual Conference, Singapore, 2024
- Ross Strategy Seminar Series, Ann Arbor, MI, 2024

Structural Mechanisms to Increase Board Diversity
- 2nd Annual Strategic Leadership Idea Development Event, Notre Dame, IN, 2024
- SMS Annual Conference, Toronto, Canada, 2023

Leadership in Action C-Suite Panel, East Lansing, MI, 2024

When Governance Ought to Become Strategic (Invited Panelist)
- SMS Annual Conference, Toronto, Canada, 2023

Goals & Decision-Making: Exploring the Current State and Providing a Future Agenda for Goals Research (Symposium Organizer)
- Academy of Management, Seattle, WA, 2022

Asian Americans in Business Academia (PDW Organizer)
- Academy of Management, Seattle, WA, 2022

Broad Matters Podcast (Season 5 Episode 1 – Giving Strategy a Seat at the Table)

Princeton Negotiation for Women Panel, Princeton, NJ 2021

Asian American Alumni Association of Princeton (A4P) Leadership Series Event, 2020

TCU Corporate Governance Doctoral Consortium, Fort Worth, TX 2020 [cancelled]
Inter-Board Committee Coordination Following a Peer Restatement Event
- Broad College of Business, Michigan State University – Management Department, 2019
- Levy School of Business, Santa Clara University – Management and Entrepreneurship Department, 2019
- School of Business, UC Riverside – Management Department, 2019
- Terry College of Business, University of Georgia – Management Department, 2019
- Tuck School of Business, Dartmouth College – Strategy and Management Department, 2019

Compensation Consultants and CEO Favoritism
- SMS Annual Conference, Minneapolis, MN, 2019
- AOM Annual Conference, Boston, MA, 2019
- Kellogg Booth Student Symposium, Chicago, IL, 2019

STR Doctoral Student Consortium, Boston, MA, 2019

Director Overboard! Exploring How Social Embeddedness on the Committee-level Decreases Board Turnover
- SMS Special Conference, Las Vegas, NV, 2019

Two Roads Diverged in a Logic Road: Cultural Entrenchment vs Strategic Search Post-Crisis
- AMR Hackathon, Barcelona, Spain, 2019
- OMT Discussion Paper Session, AOM Annual Conference, Atlanta, GA, 2017

Brokering a Stick for a Hammer (or a Rock): Inter-Board-Committee Cooptation Following a Peer Restatement
- SMS Annual Conference, Paris, France, 2018
- AOM Annual Conference, Chicago, IL, 2018
- European Group for Organizational Studies Annual Conference, Tallinn, Estonia, 2018
- Kellogg Booth Student Symposium, Chicago, IL, 2018

OMT Dissertation Proposal Workshop, Chicago, IL 2018

SMS Doctoral Consortium, Houston, TX, 2017

The Inter-Group Dynamics of Board Committees: An Analysis of Overlapping Audit-Compensation and Audit-Nomination Committee Members
- SMS Annual Conference, Houston, TX, 2017
- INSEAD: Behavioral Perspectives on Corporate Governance, Fontainebleau, France, 2017

Promoting Successful Board Diversity: the Unique Role of Executive Search Firms in Finding and Integrating New Directors
- SMS Annual Conference, Berlin, Germany, 2016

When Institutions Collide: Hong Kong's Contentious Path towards Board Independence
- SMS Special Conference, Hong Kong, 2016

- OMT Divisional Paper Session, AOM Annual Conference, Anaheim, CA, 2016

VIII Medici Summer School, Paris, France, 2016

Divergent Strategies to Converging Regulations: How Companies (Ceremonially) Comply with Changes to Board Independence Regulations
- Wharton-INSEAD Doctoral Consortium, Fontainebleau, France, 2014

EDEN Doctoral Seminar on Advanced Strategic Management, Barcelona, Spain, 2014 (Scholarship Recipient)

VI Medici Summer School, Florence, Italy, 2014

AWARDS AND HONORS

Faculty of Excellence Award: Executive MBA	2026
Instructor of Excellence: Executive MBA	2025
Faculty of Excellence Award: Executive MBA	2025
Instructor of Excellence: Executive MBA	2024
Poets and Quant Top 50 Best Undergraduate Business Professors	2022
2022 Summer Research Grant ($8500)	2022
Instructor of Excellence: Undergraduate Required Courses (top 10% of Broad professors)	2021
2021 Summer Research Grant ($12880)	2021
AOM Best Paper Proceedings (STR Division)	2019
Department Nominee and Attendee, OMT Doctoral Student Consortium	2019
Kellogg Center for Family Enterprises Travel Grant ($2500)	2019
Andreas Al-Laham Best Paper Award, EGOS Multi-Level Network Standing Working Group	2018
Department Nominee and Attendee, STR Doctoral Student Consortium	2018
Department Nominee and Attendee, SMS Doctoral Student Consortium	2017
The Graduate School Conference Travel Grant ($800)	2016
EITM Certification (for 2015 ICPSR Summer Program)	2015
Hans Jacob Heckman Fellowship in Ethics	2014
Marc & Diane Spilker Corporate Governance Fund Summer Fellowship	2014
Wharton Doctoral Travel Grant	2014
Excellence in Ethics Conference Scholarship	2014
Wharton Doctoral Programs 1st year Fellowship Award ($5000)	2013

DEPARTMENT SERVICE

MSU Management Dissertation Committee Member
- Hung-Chang Lin (National Taiwan University) 2026
- Jennifer Lee (University of Texas – Dallas) 2022
- Hadi Faqihi (King Fahd University of Petroleum & Minerals) 2021

PROFESSIONAL SERVICE

Asian Americans in Business Academia AABA (Founder and Chair)	2021-Present
MSU Management PhD Admissions (Committee Member)	2024-2025
MSU Management Hiring Committee (Committee Member)	2023-2024
OMT Division (Membership Outreach Chair)	2021-2024

SMS Behavioral Strategy Interest Group (Representative at Large)	2021-2023
International Corporate Governance Society Webinar Series (Co-Organizer)	2021-2022
MSU Management PhD Admissions (Committee Member)	2020-2021
STR Division (Membership Engagement Committee)	2019-2022
Organization Science (Ad-Hoc Reviewer)	2018-2022
SMS Annual Conference (Reviewer - Behavioral Strategy Track)	2018-2022
Strategic Management Journal (Ad-Hoc Reviewer)	2020-2021
MACRO Student Workshop (Co-Founder)	2019-2020
Kellogg MORS Graduate Student Admissions Committee	2017-2018
AOM Annual Conference (Reviewer - OMT and STR Divisions)	2018-2019
Social Interaction & Organizing Workshop at Northwestern (Organizer)	2017-2018
Wharton Society for the Advancement of Women in Business Academia (VP)	2015-2016

CORPORATE EXPERIENCE

Spencer Stuart

Junior Knowledge Manager, Board Services Practice, Shanghai, China	2011- 2013
Research Analyst, Financial Services Practice, New York, NY	2010- 2011

LANGUAGES AND SKILLS

English, Chinese (fluent), Japanese (advanced). Proficient in STATA and R.