

## **EDUCATION**

- Ph.D., University of Maryland, Robert H. Smith School of Business  
Major: Organizational Behavior and Theory  
Minors: Psychometrics, Human Resources Management
- M.A., Michigan State University, College of Education
- B.A., Michigan State University, College of Social Sciences

## **PROFESSIONAL EXPERIENCE**

**ELI BROAD COLLEGE OF BUSINESS & ELI BROAD GRADUATE SCHOOL OF MANAGEMENT, MICHIGAN STATE UNIVERSITY**, East Lansing, MI (2005 – present)

### **Associate Dean for MBA and Professional Master's (MS) Programs** (2009-present)

- Directly manage Broad MBA programs (full-time and weekend/executive) and provide administrative oversight and support to all department-based Master's of Science programs (Finance, Supply Chain Management, Accounting, Market Research).
- Manage MBA program budgets (\$13M tuition revenue and \$8M operations & scholarships).
- Lead 20-member MBA program team to develop and execute strategies for marketing, admissions, curriculum development, placement, alumni and corporate relations to support MBA programs (N~500 students) in multiple locations.
- Collaborate with deans and faculty to develop and execute College of Business strategy and provide overall leadership to the college and support for MSU's goals.
- Collaborate with corporate partners and college faculty to design and implement curricular and program elements to enable student placement and business success in a global economy.
- Plan and present at global industry conferences (GMAC, MBA Roundtable).

### **Executive Director, Full-Time MBA Program** (2007-2009); **Director**, (2005 – 2007)

- Manage MBA reorganization to integrate Admissions, Academic and Program Services, and Career Services functions.
- Lead 16-person team to manage full-time MBA program including Admissions, Academic & Program Services, and Career Services functions.
- Develop and implement strategies to attract and develop ~200 high-quality full-time MBA candidates so that they attain successful employment with diverse and prominent companies.
- Manage Career Services function to support full-time, part-time, and executive MBA programs (approximately 450 students).
- Manage \$1.5M personnel and operational budget and oversee allocation of \$1.5M scholarship budget.
- Lead faculty curriculum redesign task force.
- Manage project to establish the Broad MBA Honor Code.

### **INDEPENDENT CONSULTANT** (2004-2005)

- Consulted to Vice President of Human Resources of global medical products company to design and implement the company's world-wide human resources strategy.
  - Developed change management process for strategy implementation.
  - Designed and led global training program for human resource professionals to ensure successful implementation of the strategy.

**MICROSOFT CORPORATION, Redmond, WA (1998-2004)**

**Senior Manager, Learning Solutions Group (2003-2004)**

- Created overall framework for high-potential development for Microsoft, world-wide.
- Designed processes for development of high -potential employees within and across all technical and functional areas, geographical regions, and lines of business.
- Integrated high-potential programs and processes with relevant company processes, partnering with all company divisions.
- Designed and implemented consistent training and development design and evaluation methodologies (instructional design process) for use within training organizations and with outside vendors.
- Analyzed current training curricula to determine most effective and efficient content for continued use.
- Created and implemented the strategy for the new Learning Solutions Group and managed professional employees to deliver against it.

**Leadership and Organizational Consultant (2000-2003)**

- Designed and implemented leadership development processes for US sales and services executives and high-potential managers.
- Provided on-going consultation to domestic sales and services VPs and General Managers in: 1) organization strategy and alignment, 2) executive and leadership assessment, development, and succession planning, 3) organization design and change.
- Served as executive coach to select Microsoft executives.
- Designed and delivered management development curricula to US domestic sales and services frontline and middle managers.
- Managed outside vendors (consultants, hotels, 360 companies, etc.), contracts, budgets, and logistics to support management and leadership development programs.
- Developed pilot mentor program for Microsoft that became company-wide program managed by corporate group.

**Senior Human Resources Manager (1999-2000)**

- Managed team of HR generalists to design and deliver various HR programs and support services (e.g., performance review, compensation, employee relations, job-leveling) to corporate sales and marketing groups.
- Provided organizational consultation support to Vice Presidents and their leadership teams.
- Implemented Management Development curriculum for all client groups.

**Leadership Consultant (1998-1999)**

- Defined development needs across world-wide Sales and Services division to design and rollout basic management development curricula for division.

**ROHM AND HAAS, Co., Philadelphia, PA (1996-1998) (now part of Dow Chemical)**

**Senior Consultant, Leadership and Organization Effectiveness**

- Managed company's Leadership Institute (leadership education for first-line to executive-level leaders).
- Designed and delivered world-wide strategic leadership alignment process across company businesses and functions, in US, Europe, Asia, and Latin America.
- Implemented Leadership Profile (competency and outcome model) throughout education curricula, performance management process, and MBA recruiting process.
- Managed MBA recruitment process for company, partnering with top 10 business schools in U.S. and Europe.
- Managed delivery and evaluation of curriculum to prepare Haas family members for Board of Director positions. Coached CEO and other senior executives involved in each session.

- Co-managed global performance management implementation project.
- Designed pilot strategic human resource planning process that led to global implementation of consistent HR planning by the company's Strategic Human Resources Managers.
- Provided on-going OD consultation to global business and function managers
- Managed internal staff, outside vendors (consultants, hotels), facility contracting, logistics and administration for corporate leadership development programs.

**VILLANOVA UNIVERSITY, COLLEGE OF COMMERCE AND FINANCE**, Villanova, PA (1990-1996)

**Assistant Professor, Department of Management**

- Achieved top teaching ratings at the undergraduate and MBA levels. Courses taught: Organizational Behavior, Organizational Design and Theory, Human Resources Management, Principles of Management, Total Quality Management.
- Designed and conducted diverse management development programs for businesses and consulted to them on various topics.
- Conducted research and published articles on motivation, goal setting, total quality, gain-sharing systems, and performance appraisal.
- Trained faculty and other groups on continuous improvement processes and tools as part of campus-wide quality improvement.

**NAVY PERSONNEL RESEARCH AND DEVELOPMENT CENTER**, San Diego, CA (1987-1990)

**Personnel Research Psychologist, Performance Systems Department**

- Designed and implemented gain-sharing programs in Navy organizations (ranging in size from 200 to 6000 employees). Achieved documented savings of \$13 million in first year.
- Conducted large-scale survey research project to evaluate results of total quality management and gain-sharing programs for Department of Defense across 6 pilot organizations (large-scale survey research project).
- Certified in Deming Total Quality Management approach.

**SAN DIEGO STATE UNIVERSITY, COLLEGE OF BUSINESS ADMINISTRATION**, San Diego, CA (1987-1990)

**Lecturer, Department of Management**

- Taught MBA core course and undergraduate human resources and management courses

**UNIVERSITY OF KENTUCKY**, Lexington, KY (1982-1987)

**Assistant Professor, Department of Management**

- Achieved top teaching ratings at the undergraduate, MBA, and Ph.D. levels.
- Completed Ph.D. and conducted research for publication and presentation.
- Served on various college committees.

## **RESEARCH**

**Refereed Journal Articles**

- Shaw, K.N. (2004). Changing the Goal-Setting Process at Microsoft, *The Academy of Management Executive*, 18 (4), 139-142.
- Tymon, W.G., Stout, D.E. & Shaw, K.N. (1998). Critical Analysis and Recommendations Regarding the Role of Perceived Environmental Uncertainty in Behavioral Accounting Research, *Behavioral Research in Accounting*, 10.
- Steffy, B.D., Shaw, K.N., & Noe, A.W. (1989). Antecedents and Consequences of Job Search Behaviors, *Journal of Vocational Behavior*, 35, 254-269.

- Chung, C.H., Lang, J.R., & Shaw, K.N. (1989). An Approach for Developing Support Systems for Strategic Decision Making, *Omega: International Journal of Management Science*, 17, 135-146.
- Locke, E. and Shaw, K. (1984). Atkinson's Inverse-U Curve and the Missing Cognitive Variables. *Psychological Reports*, 55, 403-412.
- Locke, E., Shaw, K., Saari, L., and Latham, G. (1981). Goal Setting and Task Performance: 1969 to 1980. *Psychological Bulletin*, 90, 125-152.

#### **Technical Reports and Book Chapters**

- Shaw, K. N., Tatum, B. C., & Wolosin, D. G. (1996). *An evaluation of Productivity Gain Sharing in Six Navy organizations*. (NPRDC TN 96-32). San Diego: Navy Personnel Research and Development Center.
- Tatum, B. C., Shaw, K. N., & Main, R. E. (1996). *Integrating Measurement Approaches in Gain Sharing and Total Quality*. (NPRDC TN 96-31). San Diego: Navy Personnel Research and Development Center.
- Shaw, K.N. (1991). Productivity Gainsharing in the Navy. Contract No. DAAL03-86-D-0001, Delivery Order 2176, US Army Research Office, Scientific Services Program, Research Triangle Park, NC: Battelle.
- Shaw, K.N. (1991). Productivity Measurement for Navy Organizations. Contract No. DAAL03-86-D-0001, Delivery Order 2176, US Army Research Office, Scientific Services Program, Research Triangle Park, NC: Battelle.
- Shaw, K.N., Locke, E.A., Bobko, P., and Beitzell, B. (1981). The Interaction of Goal Specificity/Difficulty and Feedback on Task Performance. (Tech. Rep. GS-10, Contract No. N00D14-79-C-0680). Arlington, Va.: Office of Naval Research.
- Locke, E., Feren, D., McCaleb, V., Shaw, K. and Denny, A. (1980). The Relative Effectiveness of Four Methods of Motivating Employee Performance. In *Changes in Working Life: Proceedings of the NATO International Conference*, K. Duncan, M. Gruneberg, and D. Wallis (eds.). England: Wiley & Sons, Ltd.

#### **Refereed Proceedings Papers**

- Bremser, Wayne G. and Shaw, Karyll N. (1995) Accounting Faculty Mentoring Relationships: A Study of Gender Influences. *Proceedings of the Western American Accounting Association Meetings*.
- Bremser, Wayne G., Shaw, Karyll N., and Morgan, Robert G. (1993). Faculty Mentoring Relationships: Some Empirical Evidence. *Proceedings of the Northeast Decision Sciences Institute*, 95-97.
- Danehower, Carol and Shaw, Karyll N. (1990). Mission Impossible: I Choose to Accept the Goals Assigned to Me, But.... *Proceedings of the Southern Management Association*, 151-153.
- Dollinger, Marc J., Shaw, Karyll N., and Hartenian, Linda S. (1988). The Older Entrepreneur: An Exploratory Study. *Proceedings of the Small Business Institute Directors' Association Conference*, San Francisco.
- Shaw, Karyll N. and Steffy, Brian (1985). Goal Setting and Career Exploration: The Influence of Self-Efficacy, Personality, and Marriage Type. *National Conference Proceedings of the Association of Human Resources Management and Organizational Behavior*, 321-325.
- Shaw, Karyll N. and Lang, James R. (1985). Executive Compensation in Emerging, Hi-Tech Industries. *Proceedings of the Small Business Institute Directors' Association Conference*, San Diego, 389-393.
- Shaw, Karyll N. (1984). An Investigation of the Relationships Among Goals, Strategies, and Task Performance. *Proceedings of the 16<sup>th</sup> Annual Meeting of the American Institute for Decision Sciences*, 268-270.

***Refereed Meetings Papers/Symposia***

- Shaw, Karyll N. (1995) TQM in the Classroom. Academy of Management National Meetings, Vancouver, British Columbia.
- Shaw, Karyll N. (1990) Evaluation of Productivity Gain Sharing in the Navy. Presented as part of symposium entitled Productivity Gain Sharing in the Navy, National Academy of Management Meeting, San Francisco.
- Danehower, Carol V., and Shaw, Karyll N. (1987). Integrating Goal Setting and Expectancy Theories: A Discussion of Two Critical Mechanisms. Academy of Management, National Meetings, New Orleans.
- Shaw, Karyll N. (1983). The Role of Behavioral Strategies in the Goal-Performance Relationship: Development and Use of Lower Level Standards. Presented as part of control theory symposium, Academy of Management, National Meeting, Dallas.
- Shaw, Karyll N. (1981). The Interaction of Goal Specificity/Difficulty and Feedback on Task Performance: The First Complete Test. Presented as part of goal setting symposium, Academy of Management, National Meetings, San Diego.
- The Relative Effectiveness of Four Methods of Motivating Employee Performance (Symposium). Responsible for presentation of goal setting and job enrichment segments. American Psychological Association Annual Convention, Division 14, New York, September, 1979.