

SHELBY L. GAI

Eli Broad College of Business – Michigan State University
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POSITION

Eli Broad College of Business – Michigan State University, East Lansing, MI 2020-Present
Assistant Professor in Management

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; Board Committees

JOURNAL PUBLICATIONS

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*.

Ocasio, W. & Gai, S.L. (2020). The Adolescence of Organizational Institutionalism. *Journal of Management Inquiry*.

Gai, S.L., Cheng, Y.J., & Wu, A. (2021). Board Design and Governance Failures at Peer Firms. *Forthcoming at the Strategic Management Journal*.

PAPERS UNDER REVIEW

Gai, S.L., Tang, L.X., Shi, W., & Luo, Y.D. Internal Control and Cross-Border M&A. *Reject and Resubmit at the Strategic Management Journal*.

WORKING PAPERS

Gai, S.L., Cheng, Y.J., & Wu, A. Director Overboard! Monitoring and Advising Consequences of Board Committee Commitments. (preparing for submission)

Gai, S.L., & Maric, S. Antecedents and Consequences of Overcompensating CEOs (preparing for submission)

Gai, S.L., Zajac, E.J., Zhang, D. Compensation Consultants and CEO Favoritism. (preparing for submission)
- 2019 AOM Best Paper Proceedings (STR Division)

Gai, S.L. Governance Configurations for Family Firms (preparing for submission)

PAPERS IN PROGRESS

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

Cheng, Y.J., **Gai, S.L.**, & Wu, A. Board Committee Configurations and Firm Performance (data collection stage)

Maric, S. & **Gai, S.L.** Compensation consultants and Isomorphic Pressures (theory development stage)

Maric, S., **Gai, S.L.**, Hays, N.A. CEO Compensation and Multiple Anchor Points (theory development stage)

Pozner, J.E., Maric, S., **Gai, S.L.** Structural Mechanisms to Increase Board Diversity (theory development stage)

INVITED PRESENTATIONS & CONSORTIA

Antecedents and Consequences of Overcompensating CEOs

- Strategy Science, 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 Family Firms

- SMS Annual Conference, London, UK, 2020

TCU Corporate Governance Doctoral Consortium, Fort Worth, TX 2020 [cancelled due to covid]

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
- Tuck School of Business, Dartmouth College – Strategy and Management Department, 2019
- Terry College of Business, University of Georgia – Management Department, 2019
- School of Business, UC Riverside – 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

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 versus Strategic Search Post-Crisis

- AMR Hackathon, Barcelona, Spain, 2019
- OMT Discussion Paper Session, AOM Annual Conference, Atlanta, GA, 2017

STR Doctoral Student Consortium, Boston, MA, 2018

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

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

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

PROFESSIONAL SERVICE

OMT Division – Communication Chair	2021-2025
MSU Management PhD Admissions – Committee Member	2020-2021
MSU Management Business Research Roundtable – Founding Member	2020-2021
STR Division – Membership Engagement Committee	2019-2022
MACRO Student Workshop (Co-Founder)	2019-2020
Strategic Management Journal (Ad-Hoc Reviewer)	2020
Organization Science (Ad-Hoc Reviewer)	2018, 2019
Graduate Student Admissions Committee	2017-2018
2018 SMS Annual Conference (Reviewer - Behavioral Strategy Track)	2018-2019
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 (Vice President)	2015-2016

TEACHING AND RELATED EXPERIENCE

Broad College of Business , Evanston, IL	2020-Present
MGT460: Organizational Design and Strategy Implementation (Senior Capstone)	Spring 2021
Kellogg School of Management , Evanston, IL	2015-2020
Teaching Assistant: Strategy Implementation (for Ned Smith)	Fall 2016-2020
Teaching Assistant: Negotiations Fundamentals (for Leigh Thompson)	Spring 2017-2020
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

PROFESSIONAL EXPERIENCE

Spencer Stuart

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

LANGUAGES

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