SHELBY L. GAI

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EDUCATION

Kellogg School of Management – Northwestern University, Evanston, IL — 2015-Present
Ph.D. in Management and Organizations — 2020 (expected)
M.A. in Statistics — 2020 (expected)

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; Intermediaries

DISSERTATION

Title: The Flow of Control: Exploring Intermediaries and Intermediation in the Corporate Governance Context

Abstract: I investigate intermediaries and intermediation in the corporate governance setting. Intermediaries refer to actors that link two groups, and to that end, I am building a research program that examines the determinants and implications of intermediation at the CEO-Board interface as it relates to key governance measures such as executive compensation and board independence. My first chapter looks within the board, and examines how board intermediaries—specifically directors linking different board committees—allow the board as a whole to respond to external threats. My second chapter examines how the internal relationship between the CEO and Board affects the presence and behavior of a third-party intermediary: compensation consultants. Finally, my third chapter examines how third-generation CEOs of family businesses in Hong Kong may act as an intermediary between China and the West.

Committee Members: Edward Zajac (Chair), William Ocasio, Klaus Weber, Jeannette Colyvas

PEER-REVIEWED 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.*

PAPERS UNDER REVIEW

Gai, S.L., Cheng, Y.J., & Wu, A. Inter-Board Committee Coordination Following a Peer Restatement Event. *Revise and Resubmit at the Strategic Management Journal.*

Ocasio, W. & **Gai, S.L.** The Adolescence of Organizational Institutionalism. *Under review at Organizational Studies.*

WORKING PAPERS

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

PAPERS IN PROGRESS

Gai, S.L., Cheng, Y.J., & Wu, A. Director Overboard! Exploring How Social Embeddedness on the Committee-level Decreases Board Turnover.

Gai, S.L. When Institutions Collide: Hong Kong's Contentious Path towards Board Independence.

INVITED PRESENTATIONS & CONSORTIA

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

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

MACRO Student Workshop (Co-Founder)	2019-Present
Organization Science (Ad-Hoc Reviewer)	2018
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

Kellogg School of Management, Evanston, IL	2015-Present
Teaching Assistant: Strategy Implementation (for Ned Smith)	Fall 2016-2019
Teaching Assistant: Negotiations Fundamentals (for Leigh Thompson)	Spring 2017-2019
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, Python, Gephi.

OTHER INTERESTS

Dance (hip hop, street jazz, Argentine tango, belly dance), kickboxing, karaoke

REFERENCES

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