

DENNIS M. GARVIS

Professor, Business Administration Department
Williams School of Commerce, Economics, and Politics
Washington and Lee University, Lexington, VA 24450

DEGREES

Georgia State University, Robinson College of Business

Doctor of Philosophy (Major Field: Strategic Management. Concentrations: Operations Management and International Management), May, 2000

The University of Iowa, College of Law

Juris Doctor, with Distinction, December, 1985

The University of Iowa, Tippie College of Business

Bachelor of Business Administration (Major: Economics), May, 1982

ACADEMIC EXPERIENCE

Washington and Lee University, Lexington, Virginia

Williams School of Commerce, Economics, and Politics

Ehrick Kilner Haight, Sr. Term Professor, 2009-2012

Head, Business Administration Department, 2006-2012

Emeritus, 2024-Present

Professor, 2011-2024

Associate Professor, 2004-2011

Assistant Professor, 1998-2004

Faculty Co-Director, Cape Town Summer Program, 2016-2021

Courses Taught - Applied Statistics, Management & Organizational Behavior, International Operations & Production Management, E-Commerce Strategy, Strategic Management.

Open Learning Initiative, Pittsburgh, Pennsylvania

Simon Initiative at Carnegie Mellon University

Subject Matter Expert, 2022-Present

Course Revision Project, Statistical Reasoning, Probability & Statistics

Copenhagen Business School, Copenhagen, Denmark

MBA Program

Visiting Professor, 2005

Course Taught - Organizational Behavior

Georgia State University, Atlanta, Georgia

Robinson College of Business

Instructor, Undergraduate Program, 1993-1998

Research Support Assistant, 1994-1997

Graduate Teaching Assistant, Executive MBA Program, 1996-98

Courses Taught – Management, Programming for SAS, Strategic Management

University of Missouri -- Kansas City, Kansas City, Missouri

Bloch School of Business and Public Administration

Instructor, 1991

Course Taught – Business Law & Society

OTHER PROFESSIONAL EXPERIENCE

Attorney, Morrison & Hecker, Kansas City, Missouri, 1985 - 1989 and 1991 – 1993
Practice Areas: Corporate Bankruptcy and Business Failure

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

SCHOLARLY WORKS

Refereed Publications

- 2010 Ballenger, R. and Garvis, D.M. Student Usage of Instructional Technologies: Differences in Online Learning Styles. *Information Systems Education Journal*.
- 2009 Garvis, D.M. Does Firm Size Matter in Corporate Governance? An Exploratory Examination of Bebchuk's Entrenchment Index. *Competition Forum*.
- 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. *Journal of the North American Management Society*. (Best Paper Award, Teaching Track, Annual Meeting of the North American Management Society).
- 2006 Does Governance Matter in Smaller Firms? The Effects of Firm Size on Corporate Governance in U.S. Listed Companies. *Papers of the 4th International Conference on Corporate Governance*, Birmingham Business School, University of Birmingham, Birmingham, England.
- 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 22nd Annual Meeting of the AoM/IAoM (Association of Management/International Association of Management)*.
- 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.

Presentations

- 2023 Adaptive Learning Courseware for a First Course in Undergraduate Statistics: Pedagogical Practices and Empirical Evidence. International Association for Statistical Education (IASE) Satellite Conference, Toronto, Ontario.
- 2023 Applying Adaptive and Interactive Learning Practices in Undergraduate Statistics Courses. Associated Colleges of the South (ACS) Summer 2023 Workshops (virtual).
- 2021 Moving Data Science Education Forward Using Learning Science and Statistics Education. International Association for Statistical Education (IASE) Satellite Conference (virtual).
- 2017 Adaptive Learning and Learning Science in a First Course in University Statistics. Data Science, Statistics & Visualization Satellite Conference, International Association for Statistical Computing (IASC)/ International Statistical Institute (ISI) Satellite Conference, Lisbon, Portugal.
- 2010 Are Corporate Officers Advised about Fiduciary Duties? – Final Results and Conclusions from a Survey of Inside Counsel. Annual Meeting of the Midwest Academy of Legal Studies in Business, Chicago, Illinois.
- 2010 Opportunity at the Bottom of the Pyramid: A Comparative Examination of Cuba and Jamaica. Annual Meeting of the North American Management Society, Chicago, Illinois.
- 2009 Does Firm Size Matter in Corporate Governance? An Exploratory Examination of Bebchuk's Entrenchment Index. Annual Meeting of The American Society for Competitiveness, Washington, DC.
- 2008 Advising Corporate Officers of Fiduciary Duties: Legal Standards and Empirical Evidence. Annual Meeting of the Midwest Academy of Legal Studies in Business, 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 Student Usage of Instructional Technologies: Differences in Online Learning Styles (presented by Dr. Robert Ballenger). Information Systems Educators Conference (ISECON), Washington, D.C.
- 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.

PAST PROFESSIONAL AFFILIATIONS

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| Academy of Management | Academy of Legal Studies in Business |
| Southern Management Association | International Statistics Institute |
| International Association for Statistical Education | Associated Colleges of the South |
| CAUSE - Consortium for the Advancement of Undergraduate Statistics Education | |

SERVICE

University Service

- 2016-20 Faculty Co-Developer & Co-Leader, WLU Summer Program in Cape Town.
- 2014-18 Co-Developer & Faculty Leader, Student NYC AdMarComm Trip.
- 2013-20 Course Coordinator, Applied Statistics, Williams School.
- 2013-14 Member, Ad Hoc Committee to Review WLU Intellectual Property Policy.
- 2011-12 Member, Ad Hoc Committee for the Roger Mudd Center for Professional Ethics.
- 2006-12 Department Head, Business Administration Department.
- 2008-10 Member, University Library Committee.
- 2008-10 Member, Faculty Review Committee.
- 2008-10 Faculty Representative, Board of Trustees.
- 2008-9 Co-chair, Committee on Socio-Economic Diversity.
- 2007 Facilitator, "Exporting American Norms: Values, Honor, and Controversy in U.S. Foreign Policy," WLU Institute of Honor.
- 2007 Member, University Provost Search Committee.
- 2007 Member, Undergraduate Advising Task Force.
- 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," WLU Institute of Honor.
- 2004 Participant, NITLE New Learning Spaces Conference.
- 2002-05 Member, Faculty Executive Committee.
- 2000-09 Co-Developer & Faculty Leader, Student NYC Investments & Banking Trip.
- 2001-03 Member, Watson Fellowship Committee.
- 2002-06 Faculty Supervisor, R.E. Lee Scholars.
- 2003 Member, Dean of Students Search Committee.
- 2002 Member, Ad Hoc Committee to Study Student Affairs.
- 2002 Member, Strategic Planning Group, Williams School.
- 2001 Member, Summer Scholars Faculty.
- 2000 Member, Teaching and Learning Resource Group.

Professional Service

- 2014-16, 2020-22 Panel of Reviewers, Fulbright Specialist Program for Academics and Practitioners.
- 1999-2020 Board of Reviewers, Journal of Legal Studies Education.
- 2010 External Reviewer, Economics and Business Major, Hollins University.
- 2009 Reviewer, Information System Educators Conference (ISECON).
- 2006 External Reviewer, International Business and Management Major, Dickinson College.
- 2005-09 Ad hoc Reviewer, Corporate Governance, An International Review.
- 2005-09 Reviewer, Management Education & Development Track, Academy of Management.
- 2001-05 Reviewer, Entrepreneurship Track, Academy of Management.
- 2001-04 Reviewer, Strategy & Entrepreneurship Track, Eastern Academy of Management.
- 2002 Reviewer, Entrepreneurship Track, Southern Management Academy.
- 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, Decision Sciences Institute.
- 1998-99 Reviewer, Strategy and Policy Track, Southern Management Association.
- 1997 Reviewer, Special Issue, Corporate Entrepreneurship, Entrepreneurship Theory and Practice.
- 1996 Reviewer, Special Issue, International Entrepreneurship, Entrepreneurship Theory and Practice.

Community Service

- 2013-19 Organizer and Facilitator, Non-Profit Corporate Governance Workshop.
- 2013-17 Trustee, Trinity United Methodist Church.
- 2008-20 Board of Directors, Lexington Lacrosse.
- 2009 Facilitator, Strategic Planning Retreat, Theatre at Lime Kiln.
- 2008 Facilitator, Strategic Planning Retreat, Rockbridge Habitat for Humanity.
- 2003-07 Chair, Campus Campaign, Lexington-Rockbridge United Way.
- 2001-04 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.
- 1994-98 Board of Directors, Huntley Hills Homeowners Association.
- 1992-93 Board of Directors, United Cerebral Palsy Association of Kansas City.
- 1989-93 Board of Directors, Kansas City Business Club.

HONORS

- 2009-12 Ehrick Kilner Haight, Sr. Term Professor, Washington and Lee University.
- 2009 Best Paper Award in Teaching Track (with Dr. Robert Ballenger), Annual Meeting of the North American Management Society.
- 2006 Outstanding Reviewer, Management Education & Development Track, Annual Meeting of the Academy of Management.
- 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 a Management Doctoral Student, Robinson College of Business, Georgia State University.

GRANTS

- 1999-2000, 2002-06 John M. Glenn Grant, Washington and Lee University.
- 2001, 2002, 2006 Mellon Junior Faculty Grant, Washington and Lee University.
- 2001 Class of 1966 Grant for Course Enhancement, Washington and Lee University.
- 1999 Virginia Foundation for Independent Colleges Course Development Grant.