

**SHALINI SARIN JAIN**

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Milgard School of Business, University of Washington • 1900 Commerce Street • Tacoma, WA 98402  
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**EDUCATION**

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Ph.D. in Public Policy and Management (2013), Daniel J. Evans School of Public Affairs, University of Washington, Seattle, Washington.

M. S. in Public Policy and Management (2011), Daniel J. Evans School of Public Affairs, University of Washington, Seattle, Washington.

M. S. in Public Policy Analysis (1997), University of Rochester, Rochester, New York.

**ACADEMIC EXPERIENCE**

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Milgard School of Business, University of Washington, Tacoma, Washington  
Associate Professor of Management with tenure, September 2021 to present.

Milgard School of Business, University of Washington, Tacoma, Washington  
Assistant Professor of Management, September 2014 – 2021.

Milgard School of Business, University of Washington, Tacoma, Washington  
Lecturer, September 2013 – June 2014.

Daniel J. Evans School of Public Affairs, University of Washington, Seattle, Washington

- Teaching Assistant, Autumn 2010.
- Research Assistant, September 2008 to June 2010.

**ACADEMIC HONORS**

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Nominated, University of Washington, Tacoma 2021 Distinguished Research Award.

Selected for the 5<sup>th</sup> Annual Next Generation Environmental, Social and Governance Workshop and Global Business Ethics Symposium, Bentley University, Harold S. Geneen Institute of Corporate Governance, Boston, Massachusetts, May 2013.

Selected for Doctoral Student Professional Development Consortium, Public and Non-Profit Division, Academy of Management, 71<sup>st</sup> Annual Meeting, San Antonio, Texas, August 2011.

Selected for Consortium of Qualitative Research Methods, Institute for Qualitative and Multi-Method Research, Maxwell School, Syracuse University, Syracuse, New York, June 2010.

## TEACHING

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### Graduate

*Business Ethics and Social Responsibility (Part-Time MBA Core):* Milgard School of Business, University of Washington, Tacoma, WA, 2014 – 2022, 2024.

*Diversity Equity and Inclusion, Leadership and Professional Communication for Accountants (Master of Science in Accounting):* Milgard School of Business, University of Washington, Tacoma, WA, Autumn 2021.

### Undergraduate

*Business and Society (Undergraduate Core):* Milgard School of Business, University of Washington, Tacoma, WA, 2014 – 2022.

*Introduction to Business (Undergraduate Core):* Milgard School of Business, University of Washington, Tacoma, WA, 2014 – 2021, 2024.

*Managing Corporate Responsibility (Undergraduate Elective):* Milgard School of Business, University of Washington, Tacoma, WA, Winter 2014.

## RESEARCH INTERESTS

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My research examines core social, ethical, and stakeholder equity challenges facing contemporary business. It draws from, bridges, and finds application in the disciplines of management, accounting, economics, marketing, social psychology, and public policy, and spans three overlapping streams:

- a. *Strategic Management:* I examine how corporate decision-makers alert key stakeholders to enhance their financial and social performance. These include gender representation and compensation parity in top management teams (TMTs), managerial traits that incentivize opportunistic behavior, unintended consequences of policies that trigger perceptions of procedural unfairness, and how brands that transgress can transform.
- b. *Critical Management Studies:* Considering recent transformative global events like COVID-19, and #MeToo and Black Lives Matter movements, I examine judgments of exploitative organizational practices and their implications for strategy through System Justification theories.
- c. *Social Issues in Management:* I investigate how national- and firm-level (ownership identity) institutional arrangements shape the design, practice, and reporting of CSR in India. Relatedly, I examine an understudied link between corporate and CSR governance and the efficacy of India's global-first CSR law mandating qualifying firms to both, *spend and report* on CSR.

## BOOKS

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1. Shailendra Pratap Jain and **Shalini Sarin Jain** (2024). *"Managing Brand Transgressions: Eight Principles to Transform Your Brand."* Berlin, Boston: De Gruyter.  
<https://doi.org/10.1515/9781501517334>

## PUBLICATIONS IN REFEREED JOURNALS

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1. Gupta, Parul; Srivastava, Ritu; **Jain, Shalini**; and Jain, Shailendra P. (2024) "The Ethics of Unhealthy Food and Beverage Advertising to Children: A Bibliometric Analysis and Future Research Agenda," *American Business Review*, 27(2), 706–774. DOI: 10.37625/abr.27.2.706-774
2. **Jain, Shalini Sarin**, Naman Desai, Vishwanath Pingali, and Arindam Tripathy (2023). "Choosing Beyond Compliance Over Dormancy: Corporate Response to India's Mandatory CSR Expenditure Law." *Management and Organization Review*, 1–30. DOI: 10.1017/mor.2022.57
3. **Jain, Shalini Sarin**, Shailendra Pratap Jain, and Yexin Jessica Li (2023). "Sustaining Livelihoods or Saving Lives? Economic System Justification in the Time of COVID-19." *Journal of Business Ethics*, 183, 71–104. DOI: 10.1007/s10551-022-0591-4
4. **Jain, Shalini Sarin** and Joon Sung Lee (2022). "Allegations of Sexual Misconduct: A View from the Observation Deck of Power Distance Belief." *Journal of Business Ethics*, 175 (22), 391–410. DOI: 10.1007/s10551-020-04644-9
5. **Jain, Shalini Sarin**, Guy Fernando, Arindam Tripathy, and Sandhya Bhatia (2021). "Closing the Gender Gap in Top Management Teams: An Examination of Diversity and Compensation Parity in Family and Non-Family Firms." *Journal of Family Business Strategy*, 12(4). DOI: 10.1016/j.jfbs.2020.100388
6. Li, Xingbo, **Shalini Sarin Jain**, Yiqin Alicia Shen, and Shailendra Pratap Jain (2021). "Power and Message Framing: The Case of Comparative Advertising." *Customer Needs and Solutions*, 8(1-2), 41–49. DOI: 10.1007/s40547-020-00110-9
7. Mathur, Pragya and **Shalini Sarin Jain** (2020). "Not All that Glitters is Golden: The Impact of Procedural Fairness Perceptions on Customer Satisfaction with Favorable Outcomes." *Journal of Business Research*, 117, 357-367. DOI: 10.1016/j.jbusres.2020.06.006
8. Fernando, Guy, **Shalini Sarin Jain**, and Arindam Tripathy (2020). "This Cloud has a Silver Lining: Gender Diversity, Managerial Capability and Firm Performance." *Journal of Business Research*, 117, 484–496. DOI: 10.1016/j.jbusres.2020.05.042
9. Desai, Naman, Shailendra Pratap Jain, **Shalini Sarin Jain**, and Arindam Tripathy (2020). "The Impact of Implicit Theories of Personality Malleability on Opportunistic Financial Reporting." *Journal of Business Research*, 116, 258–265. DOI: 10.1016/j.jbusres.2020.05.043
10. **Jain, Shalini Sarin** and Shailendra Pratap Jain (2018). "Power Distance Belief and Preference for Transparency." *Journal of Business Research*, 89, 135–142. DOI: 10.1016/j.jbusres.2018.04.016
11. **Jain, Shalini Sarin**, and Aseem Prakash (2017). "Signaling Stewardship: The Role of Ownership Identity in Shaping Social Responsibility Communication in India." *Journal of Corporate Citizenship*, 66, 46–80. DOI: 10.9774/TandF.4700.2017.ju.00005

12. **Jain, Shalini Sarin** (2011). Considered Deliberation: Instrumental yet Incremental? Book Review, *Journal of Politics*, 73(2): 616–17. DOI: 10.1017/S0022381611000181 Book Title: *When the People Speak: Deliberative Democracy & Public Consultation*, By James S. Fishkin (Oxford University Press, 2009).

## PAPERS UNDER REVIEW

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1. **Shalini Sarin Jain** and Shailendra Pratap Jain. “From Brand Transgression to Brand Transformation.” Under review, *California Management Review*.

## CASES

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1. Jain, Shailendra Pratap, T.J. Weiten, and **Shalini Sarin Jain**. “Netflix: Is it Just the Beginning, or Signs of the End?” Teaching case.

## WORKS-IN-PROGRESS

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1. Li, Xingbo, Hieu Nguyen, **Shalini Sarin Jain**, and Shailendra P. Jain. “When High Attachment Anxiety Leads to Prosociality: An Attachment Figure Similarity Account.” Finalizing submission to *British Journal of Management*.
2. Abhishek Sheetal, **Shalini Sarin Jain**, Shailendra P. Jain, Krishna Savani, and John Hartman. “Metaverse and its Threats: A 3D View.” Writing in progress.
3. **Jain, Shalini Sarin**, Shailendra P. Jain, Naman Desai, and Arindam Tripathy. “Fair Market Ideology and Price Gouging Acceptability during COVID.” 3 studies completed. Writing in progress.
4. **Jain, Shalini Sarin**. “Linkages between Corporate Governance and CSR Governance: An Empirical Study of India’s Leading Corporations.” Work-in-progress.
5. **Jain, Shalini Sarin**. “Social Dominance Orientation and Brand Transgressions.” Work-in-progress
6. **Jain, Shalini Sarin**. “Heritage Brands, Systemic Racism, and System Justification Beliefs.” Work-in-progress.

## INVITED TALKS & CONFERENCE PRESENTATIONS

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*International Association of Business and Society Annual Conference*, Amsterdam, Netherlands, Summer 2017.

- “Linkages between Corporate Governance and CSR Governance: An Empirical Study of India’s Leading Corporations.” *Paper presentation*.

*The Society for Personality and Social Psychology Annual Convention*, San Antonio, Texas, Winter 2017.

- “Power and Message Framing.” *Poster presentation*. With Xingbo Li, Alicia Shen, and Shailendra Jain.

*International Association of Business and Society Annual Conference*, Park City, Utah, Summer 2016.

- “Differential Adoption of Explicit CSR in an Emerging Economy.” *Paper presentation*.

*International Association of Business and Society Annual Conference*, Costa Rica, Spring 2015.

November 18, 2024

- “Beyond Principles: An Empirical Study of how Leading Corporations in India Operationalize CSR.” *Paper presentation.*

*Academic Conference on Social Responsibility*, Center for Leadership and Social Responsibility, Milgard School of Business, University of Washington, Tacoma, Washington, Summer 2014.

- “Social Responsibility Reporting: Evidence from India’s Leading Corporations.” *Paper presentation.*

*International Academy of Management and Business Annual Conference*, San Antonio, Texas, Winter 2013

- International Business Session Chair.
- “Measuring Corporate Social Responsibility Intention: Evidence from India’s Top 100 Corporations.” *Paper presentation.*
- “When the Rubber Hits the Road: Outcomes of Socially Responsible Behavior in India’s Top 100 Corporations.” *Paper presentation.*

*Milgard School of Business, University of Washington, Tacoma, Washington, May 2013.*

- “The Public Role of the Private Sector: India’s Social and Environmental Disclosure Scorecard.”

*School of Social Sciences, Singapore Management University, Singapore, March 2013.*

- “The Public Role of the Private Sector: India’s Social and Environmental Disclosure Scorecard.”

*Academic Conference on Social Responsibility: Sustainability – Issues and Strategies*. Center for Leadership and Social Responsibility, Milgard School of Business, University of Washington, Tacoma, Washington, Summer 2012.

- “The Public Role of the Corporate Sector: A firm- and industry-level analysis of the penetration of CSR principles in India’s Top 100 Corporations.” *Research brief.*

*International Studies Association Annual Convention*, Corporate Engagements and Social Responsibility Session, San Diego, California, Spring 2012.

- “The Public Role of the Corporate Sector: An Analysis of Firm and Industry Level Corporate Social Responsibility Practices in India.” *Paper presentation.*

*Workshop on Corporate Responsibility, Multinational Corporations and Nation States*, University of Washington, Seattle, Washington, Spring 2011. *Session Lead Discussant.*

*Consortium on Qualitative Research Methods, Institute for Qualitative and Multi-Method Research*, Maxwell School, Syracuse University, Syracuse, New York, Summer 2010.

- “A Framework for Private Regulation in Global Governance: The Case of the Forest Stewardship Council.” With Joaquin Herranz Jr. *Paper presentation.*

*Midwest Political Science Association Annual Conference*, Chicago, Illinois, Spring 2010.

- “A Framework for Private Regulation in Global Governance: The Case of the Forest Stewardship Council.” With Joaquin Herranz Jr. *Paper presentation.*

## **OTHER PRESENTATIONS AND CONFERENCES**

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- *Joint Research Seminar*, Milgard School of Business, Pacific Lutheran University, and University of Washington, Bothell, Washington, Winter 2020. Participant.
  - *Junior Faculty Research Overview*, Milgard School of Business, University of Washington, Tacoma, Washington, Autumn 2016. Presenter.
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- *Annual Meeting of the Academy of Management*, Vancouver, British Columbia, Canada, Summer 2015. Participant.
- *4th Annual South Puget Sound Management Conference*, Spring 2015. Participant.
- *Academic Conference on Social Responsibility: Perceptions and Reality*, Center for Leadership and Social Responsibility, Milgard School of Business, University of Washington, Tacoma, Washington, 2011, 2012, 2014 to 2016.

## **ADMINISTRATIVE EXPERIENCE**

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- Director, MBA program, Milgard School of Business, University of Washington, Tacoma, Summer 2024 to present.
- Director, Diversity, Equity, and Inclusion (DEI), Milgard School of Business, University of Washington, Tacoma, Autumn 2020 to present.
- Member-at-Large, all faculty and staff hiring search committees, Milgard School of Business, University of Washington, Tacoma, December 2020 to September 2022.

## **PROFESSIONAL DEVELOPMENT**

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### Academic

- Faculty Success Program, National Center for Faculty Development and Diversity, sponsored by University of Washington, Autumn 2022.
- Global Business Ethics Teaching Workshop and Symposium, Bentley University, Boston, Massachusetts, Summer 2017. Invited participant.
- Academy of Management, Junior Faculty Research Consortium, August 2016.
- International Association of Business and Society, Junior Faculty Research Consortium, June 2016.

### Teaching

- Participant, Second Cohort, Indigenizing Pedagogy Institute, University of Washington, Tacoma, 2022-2023.
- Participant, Quarterly Learning Communities, University of Washington, Tacoma – Anti-Bias Course Guidelines, Autumn 2021 to present.
- iTech Fellows Workshop, Milgard School of Business, University of Washington, Tacoma, Washington, July 2020, Autumn 2017.
- Online Teaching Webinars (Designing Curriculum for Online and Hybrid Classes, Exploring the Challenges and Opportunities of Online Case Teaching, and Power and Responsibility: Teaching Ethics and Adaptive Leadership in a Time of Crisis), Harvard University, Boston, Massachusetts, Spring and Summer 2020.
- Case Method Teaching Seminar – Part 1, Harvard Business School Publishing Education, Boston, Massachusetts, Spring 2018.

- SEED (Strengthening Educational Excellence through Diversity) Teaching Institute, University of Washington, Tacoma, Washington, Summer 2018.
- YapFest (Enhancing Student Learning) Workshop, Milgard School of Business, University of Washington, Tacoma, 2018.

#### Diversity, Equity, and Inclusion

- DEI Statements Webinar hosted by Dr. Randall L. Kennedy, Professor of Law, Harvard Law School, University of Washington, Faculty Council on Race, Equity & Justice, April 7, 2024.
- Combatting Antisemitism to Build a Beloved Community and Combatting Islamophobia to Build a Beloved Community panel discussions, Office of Equity and Inclusion, University of Washington, Tacoma, February 7 and 8, 2024.
- Mindful Facilitation Certificate Program, Office of Equity and Inclusion, University of Washington Tacoma, March – May 2023.
- Building Beloved Communities through Mindful Communication Workshop, Office of Equity and Inclusion, University of Washington, Tacoma, 10 March 2023.
- Understanding and Undoing Racism Training by the People’s Institute for Survival and Beyond, University of Washington, Tacoma, Winter 2022.
- Bias Incidence Reporting, University of Washington, Tacoma, 10 February 2022.
- Moving Beyond Land Acknowledgements and Token Representations, by SpeakOut – Institute for Democratic Education and Culture, 11 November 2021
- DEI and Internal Climate Workshop by Total Talent Management, Milgard School of Business, University of Washington, Tacoma, 16 September 2021.
- “Chief Diversity Officers have a seat at the table...but which table?” The PhD Project, 16 September 2021.
- Quarterly Faculty Learning Communities, Office of Equity and Inclusion, University of Washington, Tacoma, 2021 – 2022.
- Leading for Equity, Antiracism and Diversity (LEAD) Institute, University of Washington, Tacoma, inaugural cohort, April 2 – May 21, 2021.
- Addressing Bias in Search Processes, Academic Human Resources, University of Washington, Tacoma, May 7, 2021.
- Examining Diversity in the C-Suite and the Boardroom, The PhD Project and The Equity Equation, 22 April 2021.
- ROI of DEI - Post-Pandemic Renaissance, The Diversity Crew, 21 April 2021.
- Cultivating Cultural Competence Workshop, Professional and Organizational Development, University of Washington, Seattle, 19 March 2021.
- The Importance of Supporting Women of Color in the Workplace, The Equity Equation and The PhD Project, 18 March 2021.
- Sharing Strategies for Anti-Racist Practices, Northwest Regional Equity Conference, Washington, 24-26 February 2021.
- Demystifying DEI Recruiting Confirmation, University of Washington Alumni Association, 23 February 2021.
- LGBTQ Core Competency Training, Office of Equity and Inclusion and the Rainbow Center, University of Washington, Tacoma, 17 February 2021.

- ROI of DEI Webinar, Diversity Crew, 21 January 2021.
- The Progress Process: A Path to Equity, Inclusion, and Anti-Racist Business, Tacoma-Pierce County Chamber, November 2020
- Seattle Women’s Leadership Summit, Seattle Women Leaders, November 2020.
- Best Practices in Faculty Searches Workshop 1, University of Washington, Tacoma, Washington, Autumn 2019.

## PROFESSIONAL SERVICE

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### Field

- Reviewer: *British Journal of Management, Business and Society, Business and Society Review, Journal of Business Ethics, Corporate Social Responsibility and Environmental Management, European Management Journal, Journal of Business Research, Journal of Family Business Strategy, Journal of General Management, and Journal of Marketing Communications.*
- Conference Reviewer: International Association of Business and Society Annual Conference, Academy of Marketing Science Doctoral Colloquium, Academy of Management Annual Meeting, Center for Leadership and Social Responsibility Conference, University of Washington, Tacoma.

### University

- Development of UW Tacoma DEIB action plan with Dr. William Lewis, Office of Equity and Inclusion, University of Washington, Tacoma, April 9-10, 2024.
- Northwest Commission on Colleges and Communities Tri-Campus Midcycle Accreditation Tacoma site visit. Invited by the Chancellor to participate in April 2024.
- Adjudication Co-Chair, Faculty Grants for Research of Consequence to Advance Equity and Inclusion, Office of Equity and Inclusion, University of Washington, Tacoma, Spring 2023.
- Adjudication Co-Chair, Inclusive Excellence Scholarships, Office of Equity and Inclusion, University of Washington, Tacoma, Spring 2023.
- Co-Chair Search Committee, Director of Cross-Cultural Engagement, Office of Equity and Inclusion, University of Washington, Tacoma, Autumn 2022.
- Member, AAPI (Asian American Pacific Islander) THRIVE Steering Committee Team, University of Washington, Tacoma, Autumn 2022 to present.
- Inclusive Excellence Ambassador, Office of Equity and Inclusion, University of Washington, Tacoma, Autumn 2022 to present.
- Member, Search Committee, Dean Milgard School of Business, University of Washington, Tacoma, Winter 2022.
- Member, Search Committee, Vice Chancellor for Equity and Inclusion, University of Washington, Tacoma, Winter 2022.
- Milgard Faculty Representative, Institute for Innovation and Global Engagement, University of Washington, Tacoma, Autumn 2020 to present.
- Member, Black, Indigenous, People of Color (BIPOC) Faculty Community of Support, Office of Equity and Inclusion, University of Washington, Tacoma, Autumn 2020 to date.
- Supporting Faculty, First Gen Fellows – Swipe Right for Success and Jump Start, University of Washington, Tacoma, 2017, 2018.



- Milgard Faculty Representative, Undergraduate Education Academic Council (UAEC), University of Washington, Tacoma, 2015 – 2018.
- Guest Speaker, TSEC 200 Environmental Seminar, invited by Tom Koontz, Associate Professor of Environmental Policy, School of Interdisciplinary Arts and Sciences, University of Washington, Tacoma, Autumn 2015.
- Core Faculty, Center for Environmental Politics, College of Arts and Sciences, University of Washington, Seattle, 2014 to present.

#### School

- Third Year Renewal Committee member, Assistant Professor Alizreza Bolori, Spring 2024
- Chair, Selection Committee, DEI Community Leadership Award, Milgard School of Business, University of Washington, Tacoma, Winter 2023, 2022.
- Member Search Committee for Tenure Track Assistant Professor of Accounting, Milgard School of Business, University of Washington, Tacoma, Autumn 2022
- Co-Chair, Search Committee for Tenure Track Assistant Professor of Management, Milgard School of Business, University of Washington, Tacoma, Winter 2021.
- Co-Chair, Climate Survey Action Force, Milgard School of Business, University of Washington, Tacoma, Winter 2021.
- Member, Dean's Business Leadership Council, Milgard School of Business, University of Washington, Tacoma, Autumn 2020 to present.
- Member, MBA Program Refresh Taskforce, Milgard School of Business, University of Washington, Tacoma, Spring 2020 to present.
- Member, Search Committee for Tenure Track Assistant Professor in Economics, Milgard School of Business, University of Washington, Tacoma, Winter 2020.
- Co-Organizer, Annual Holiday Event for Faculty and Staff, Milgard School of Business, University of Washington, Tacoma, Autumn 2019.
- Member, Management Curriculum and Core Review committee, Milgard School of Business, University of Washington, Tacoma, 2018, 2019.
- Member, Undergraduate Core Curriculum Committee, Milgard School of Business, University of Washington, Tacoma, 2018.
- Strategic Plan Workshops, Milgard School of Business, University of Washington, Tacoma, 2018.
- Advisory Council, Center for Leadership & Social Responsibility, University of Washington, Tacoma, 2016 – 2018.
- Participating Milgard Faculty, Annual Business Conference, Center for Leadership & Social Responsibility, University of Washington, Tacoma, 2014 – 2016.
- Judge, Milgard Student Case Competition, Center for Leadership & Social Responsibility, University of Washington, Tacoma, 2015.
- Participating Milgard Faculty, Annual Etiquette Dinner for Students, Center for Leadership & Social Responsibility, University of Washington, Tacoma, 2014, 2015.

#### Community

- Milgard Representative, Washington State Business Schools and Washington Employers for Racial Equity Committee, Washington, Summer 2021 to present.
- Member Diversity and Equity in Hiring and Professional Development (DEHPD) Council of Washington State's 34 Community and Technical Colleges, WA, Summer 2020 to present.

## PROFESSIONAL AFFILIATIONS

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- Academy of Management (AOM)
- International Association of Business and Society (IABS)
- National Association of Diversity Officers in Higher Education (NADOHE)