

V I T A

MARK E. HASKINS
Professor of Business Administration
December 31, 2019

SCHOOL

The Darden Graduate School of Business, UVA
100 Darden Blvd.
Charlottesville, VA 22903
Email: haskinsm@arden.virginia.edu

EDUCATION

Ph.D. The Pennsylvania State University
M.B.A. Ohio University
B.B.A. University of Cincinnati

RESEARCH AND TEACHING INTERESTS

Performance management/measurement
Financial reporting
Education program design and administration

INTERNATIONAL WORK-RELATED LOCALES

Belgium	Russia	Switzerland	Germany
Australia	France	Ukraine	Thailand
Great Britain	Brazil	Hong Kong	

SELECTED ACADEMIC TEACHING EXPERIENCE

Darden Graduate School of Business Administration--University of Virginia

1995-present Professor
1987-1995 Associate Professor
1984-1987 Assistant Professor

Teaching Duties over the years: -Managerial and Financial Accounting (MBA core required course)
-Normandy: Leadership Lessons from WWII (a Darden Worldwide Course)
-Ethics in Business (MBA core required course)
-International Financial Reporting (MBA elective course)
-Business Concepts from the Bible (an MBA special topics elective)
-Various independent study MBA student projects (Derek Debruhle, Spr' 19)

University of Virginia Law School

Spring 2018 and Visiting Professor
2019 Teaching Duties: Accounting: Understanding and Analyzing Financial Statements

Georgetown University Law Center

Spring 2001 and Visiting Professor
2003 Teaching Duties: Financial Reporting and Analysis

PUBLICATIONS

• Articles:

1. "Executive Education Program Faculty Leaders: Their 'BASIC' Roles," *Development and Learning in Organizations: An International Journal* (forthcoming).
2. "A Question-driven Approach to the Design of a Successful 'Finance for Non-Financial Managers' Executive Education Program" (with M. M. Frank and L. Lynch), *Journal of Education and Learning*, (Vol. 8, No. 5, 2019), pp. 12-20.
3. "Ideas for Growing Executive Education Revenue: Codification and Catalyst," (with L. Centini and G. Shaffer), *Journal of Management Development*, (Vol. 36, No. 4, 2017), pp. 581-597.
4. "Do Economic Profit Companies Walk Their Compensation Talk?" (with P. Farris and P. Pfeifer), *Compensation & Benefits Review*, (Vol. 48[2016], No. 1-2, 2017), pp. 29-46.

5. “Net Income’s Bandwidth: An Evaluation of Earnings-Based Performance Metrics,” (with P. Simko), *Journal of Managerial Issues*, (Vol. 29, No. 2, 2017), pp. 211-234.
6. “Aligning Operations with Value-Created Insights: Facilitating the Financial Task,” (with P. Farris), *Management Accounting Quarterly*, (Vol. 17, No. 3, 2016), pp.17-28.
7. “Transforming Disagreements into Opportunities to Enhance Learning, Decision Making, and Trust,” (with S. Dmytriyev and R. E. Freeman), *Strategy & Leadership*, (Vol. 44, No. 2, 2016), pp. 31-38.
8. “What a Manager Should Never Want to Hear: Silence,” (with R. E. Freeman), *Management Decision*, (Vol. 53, No. 6, 2015), pp. 1300-1311. [Re-crafted by Darden School as “Listen for the Silence,” in *The Smart Manager* (India), May-June 2016, pp. 66-70.]
9. “A Classroom Covenant,” *BizEd*, (Vol. 14, No. 1, 2015), pp.56-57. [journal of the AACSB—Association to Advance Collegiate Schools of Business]
10. “Custom Executive Education Program Charters: A Beneficial Task and Useful Template,” (with J. Clawson), *Development and Learning in Organizations: An International Journal*, (Vol. 29, No. 1, 2015), pp.7-10.
11. “Executive Compensation: Do Economic Profits Matter?” (with P. Farris, L. Lynch, and P. Pfeiffer), *Compensation & Benefits Review*, (Vol. 46, No. 5/6, 2014), pp. 276-286.
12. “A Step-by-Step Process for Transforming Contentious Disagreements into Creative Collaboration,” (with R. E. Freeman), *Strategy & Leadership*, (Vol. 42, No. 3, 2014), pp. 15-22.
13. “‘Learning Collaborations’ with your Executive Education Provider for Mutual Benefit,” (with G. Shaffer), *Journal of Management Development* (Vol. 32, No. 10, 2013), pp. 1080-1092.
14. “Oft-Overlooked Business Wisdom Highlighted from the Youth-Soccer Sidelines,” *Management Decision* (Vol. 51, No. 5, 2013), pp. 921-937.
15. “A Decade of DuPont Ratio Performance,” *Management Accounting Quarterly* (Vol. 14, No. 2, 2013), pp. 24-33.
16. “Are You a Good Manager?” (with J. Clawson and P. Coates), *Business Aviation Insider*, (January/February 2013), pp. 22-26. [journal of National Business Aviation Association]
17. “Partnering with Your Leadership Development Provider: 7 Worst Practices,” *Strategic HR Review*, (Vol. 11, No. 6, 2012), pp. 335-339.
18. “The Executive Education Classroom: Instructor Selection Criteria,” *Development and Learning in Organizations: An International Journal* (Vol. 26, No. 1, 2012), pp. 19-22.
19. “What a Corporate Tax Cut Might Mean,” (with P. Simko), *CFO Magazine* (Vol. 27, No. 9, 2011), pp. 35-39.
20. “Pay for Performance: Keep it Simple and Value Focused,” (with P. Farris and W. Branch), *Compensation & Benefits Review* (Vol. 43, No. 2, 2011), pp. 82-91.
21. “Career COMPASS: Navigating Key Aspects of Employer-Employee Relationships,” (with J. Clawson), *People & Strategy* (Vol. 34, No. 1, 2011), pp. 46-55.

22. "Assessing Professional Development Program Impact," (with G. Shaffer), *Strategic HR Review* (Vol. 10, No. 1, 2011), pp. 15-20.
23. "Use Executive Education Program Rosters to Identify a Succession Cohort," (with G. Shaffer), *Strategy & Leadership* (Vol. 38, No. 5, 2010), pp. 39-44.
24. "A Talent Development Framework: Tackling the Puzzle," (with G. Shaffer), *Development and Learning in Organizations: An International Journal* (Vol. 24, No. 1, 2010), pp. 13-16. ["Highly Commended Award Winner" at the Emerald Literati Network Awards for Excellence 2011]
25. "The Business Professor as EMCEE," *BizEd* (Vol. 9, No. 4, 2010), pp. 62-63. [journal of the AACSB—Association to Advance Collegiate Schools of Business]
26. "Partnering with Your Leadership Development Provider: 12 Best Practices," (with G. Shaffer), *Strategic HR Review* (Vol. 8, No. 6, 2009), pp. 28-32.
27. "Executive Development: Planning for 'Key Experiences'," (with G. Shaffer), *Development and Learning in Organizations: An International Journal* (Vol. 23, No. 3, 2009), pp. 9-13.
28. "In Want of a Needs Analysis: Getting to a Management Program's Content and Initial Design," (with G. Shaffer) *Development and Learning in Organizations: An International Journal* (Vol. 22, No. 2, 2008), pp. 15-17.
29. "The Linguistic Relativity Hypothesis Applied to Big 5(4) Public Accounting Firms' Assessments of Client Internal Controls," (with M. Dirsmith), *Human Organizations* (Vol. 66, No. 4, 2007), pp. 438-452.
30. "Making it Sticky: How to Facilitate the Transfer of Executive Education Experiences Back to the Workplace," (with J. Clawson), *Journal of Management Development* (Vol. 25, No. 9, 2006), pp. 850-869.
31. "Seeing the Unseen: Initiating an MBA Program Committee Change Process," (with J. Clawson), *International Journal of Educational Management* (Vol. 20, No. 4, 2006), pp. 304-314.
32. "Getting an Executive Education Relationship off to a Great Start," (with G. Shaffer), *Development and Learning in Organizations: An International Journal* (Vol. 20, No. 1, 2006), pp. 10-12. [Reprinted as "Familiar Ground," in the *Economic Times of India*, April 14, 2006.]
33. "Calling all Parties: Now is the Time to Come to the Aid of the Balance Sheet," (with R. Sack), *Business Horizons* (Vol. 48, No. 4, 2005), pp. 325-335.
34. "Customer Lifetime Value, Customer Profitability, and the Treatment of Acquisition Spending," (with P. Pfeifer and R. Conroy), *Journal of Managerial Issues* (Vol. 17, No. 1, 2005), pp. 11-25.
35. "A Planning Framework for Crafting the Required-Curriculum Phase of an MBA Program," *Journal of Management Education* (Vol. 29, No. 1, 2005), pp. 82-110.
36. "Executive Education Programs Go Back to School," (with P. Farris and G. Yemen), *Journal of Management Development* (Vol. 22, No. 9, 2003), pp. 784-795.
37. "Of Fiddlers and Tunes: Who Should Pay the Auditors?" (with R. Sack), *CPA Journal* (Vol. 73, No. 6, 2003), pp. 10-11.
38. "The GHP (The Great Homogenization Process)," *BizEd* (Vol. 2, No. 2, 2003), pp. 54-55. [journal of the AACSB—Association to Advance Collegiate Schools of Business]

39. "Instant Insight: Delta Factor Reference Tables Transform Financial Ratio Analysis into a Useful, Forward-Looking Planning Tool," *Strategic Finance* (Vol. 84, No. 3, 2002), pp. 42-47. [journal of the Institute of Management Accountants]
40. "Beating the Career Blues," (with J. Clawson), *Academy of Management Executive* (Vol. 14, No. 3, 2000), pp. 91-102.
41. "A 'ROSE +6' Architecture for Customized, Single-Company Management Development Seminars," (with J. Liedtka, J. Rosenblum and J. Weber), *Journal of Management Development* (Vol. 17, No. 7, 1998), pp. 503-515.
42. "Beyond Teams: Towards an Ethic of Collaboration," (with J. Liedtka and J. Rosenblum), *Organizational Dynamics* (Vol. 26, No. 4, 1998), pp. 36-52.
43. "The Generative Cycle: Linking Knowledge and Relationships," (with J. Liedtka, J. Rosenblum and J. Weber), *Sloan Management Review* (Vol. 39, No. 1, 1997), pp. 47-58.
44. "Control and Inherent Risk Assessments in Client Engagements: An Empirical Examination of Their Interdependencies," (with M. Dirsmith), *Journal of Accounting and Public Policy* (Vol. 14, No. 1, 1995), pp. 63-83.
45. "Inherent Risk Assessment and Audit Firm Technology: A Contrast in World Theories," (with M. Dirsmith), *Accounting, Organizations, and Society* (Vol. 16, No. 1, 1991), pp. 61-90.
46. "A Contingent Model of Intra-Big Eight Auditor Changes," (with D. Williams), *Auditing: A Journal of Practice & Theory* (Vol. 9, No. 3, 1990), pp. 55-74.
47. "An Investigation of the Sources, Moderators, and Psychological Symptoms of Stress among Audit Seniors," (with A. Baglioni, Jr. and C. Cooper), *Contemporary Accounting Research* (Vol. 6, No. 2, 1990), pp. 361-385.
48. "Perspectives on Accounting Systems and Human Behavior," (with K. Ferris), *Accounting, Auditing, and Accountability Journal* (Vol. 1, No. 2, 1988), pp. 3-18.
49. "The Association Between Client Factors and Audit Fees: A Comparison by Country and by Firm," (with D. Williams), *Accounting and Business Research* (Vol. 18, No. 70, 1988), pp. 183-190.
50. "Corporate Mergers and Auditors' Client Portfolios," (with D. Williams), *Accounting Horizons* (Vol. 2, No. 1, 1988), pp. 77-87.
51. "MIS: Hidden Side Effects," (with A. Nanni, Jr.), *Management Decision* (Vol. 26, No. 3, 1988), pp. 25-31.
52. "Client Control Environments: An Examination of Auditors' Perceptions," *The Accounting Review* (Vol. 62, No. 3, 1987), pp. 542-563.
53. "Towards Attribute Models of Accounting Control Systems: Qualitative versus Quantitative Approaches," (with A. J. Nanni, Jr.), *Journal of Accounting Literature* (1987), pp. 111-130.
54. "Cash Flow in Bankruptcy Prediction," (with M. Gombola, J.E. Ketz and D. Williams), *Financial Management* (Vol. 16, No. 4, 1987), pp. 55-65.
55. "Cash Flow Planning," (with R. Higgs and J. E. Ketz), *Planning Review* (Vol. 15, No. 6, 1987), pp. 38-44.
56. "A Cash Flow Approach to the Statement of Changes in Financial Position," (with R. Holt), *Journal of Accounting Education* (Vol. 4, No. 4, 1986), pp. 97-106.

57. "Why Exporters Should Learn These Two Four-Letter Words: FCPA and RICO," (with R. Holt), *Export Today* (Vol. 2, Summer, 1986), pp. 61-69.
 58. "A Genealogy of Today's Contributors to Accounting Research," (with D. Williams), *The Accounting Historians Journal* (Vol. 13, No. 1, 1986), pp. 92-101.
 59. "In-House Financial Planning for Employees," *Personnel Administrator* (Vol. 30, No. 8, 1985), pp. 99-116.
 60. "Attributes and Audit Impact of Client's Control Environment," (with R. Henarie), *CPA Journal* (Vol. 55, No. 7, 1985), pp. 18-26.
 61. "Cost Allocations: A Classroom Role-Play in Managerial Behavior and Accounting Choices," (with R. Crum), *Issues in Accounting Education* (No. 3, 1985), pp. 109-130.
 62. "Compensation and Benefits: Financial Planning for Retirement," *Personnel Journal* (Vol. 62, No. 7, 1983), pp. 534-539.
- Articles under review or in process:
 - "An Executive Education Custom Client Engagement Process" (with J. Hicks and L. Centini) (journal-requested 2nd revision in process)
 - "31 Building Blocks for a 'Culture of Care'" (in initial drafting phase)
 - "Patterns of Firms' Cash Flows: Implications for Financial Analysis," (with P. Simko) (updated data, expanded analysis, and initial draft in process)
 - "Financial Profile of 'Best Companies to Work for': Leaders or Laggards against Industry Peers?" (with P. Simko) (in data analysis phase—inactive during 2019)
 - Books:
 1. *Cases in Managerial & Cost Accounting*, 1st edition, with B. R. Allen, E. R. Brownlee, II, and L. Lynch, Cambridge Business Publishers, **2010** (with instructors' manual).
 - published earlier as *Cases in Management Accounting and Control Systems*, 4th edition, with B. R. Allen, E. R. Brownlee, II, and L. Lynch, Prentice Hall, **2005**.
 2. *The Secret Language of Financial Reports: The Back Stories That Can Enhance Your Investment Decisions*, McGraw-Hill Professional Publishing, **2008**.
 - Spanish edition, McGraw-Hill Interamericana Editores, S.A., DE C.V., **2009**
 - Chinese edition, China CITIC Press, **2009**
 3. *Teaching Management: A Field Guide for Professors, Consultants and Corporate Trainers*, with J. Clawson, Cambridge University Press, **2006**.
 - South Asian edition, **2008**
 4. *Corporate Financial Reporting: Text and Cases*, 4th edition, with E. R. Brownlee II and K. R. Ferris, Irwin/McGraw-Hill, **2001** (with instructors' manual).
 - 3rd edition, **1998** (with instructors' manual)
 - 2nd edition, **1994** (with instructors' manual)
 - 1st edition, **1990** (with instructors' manual)

5. *Financial Accounting and Reporting*, 2nd edition, with B. R. Allen, K. R. Ferris, and R. J. Sack, Irwin/McGraw-Hill Companies, **1997** (with instructors' manual).
 - 1st edition, **1993** (with instructors' manual).
 - Canadian edition, McGraw-Hill Ryerson, Ltd., **1997**, with B. J. Austin.
 - *Fundamentals of Accounting for Decision Making*, McGraw-Hill Primis Custom Publishing, **2000** (with instructors' manual).
 6. *International Corporate Financial Reporting and Analysis: A Contextual Emphasis*, 2nd edition, with K. R. Ferris and T. I. Selling, McGraw-Hill, **2000** (with instructors' manual).
 - 1st edition, **1996** (with instructors' manual)
 7. *The CFO Handbook*, revised edition, co-editor with B. Makela, McGraw-Hill, **1997**.
 - Chinese edition, McGraw-Hill, **2005**.
- Other published items
 1. “Will Amazon Get the Whole Value from Whole Foods?” (with L. Lynch), *Ideas to Action*, Darden School of Business, University of Virginia (December 14, 2018).
 2. “What a [Trump] Corporate Tax Cut Might Mean to Your Company,” (with P. Simko), *CFO Magazine* website <http://ww2.cfo.com/tax/2017/07/corporate-tax-cut-might-mean-company/> (July 20, 2017).
 3. “Should CEOs Take an Oath of Office?” *Ideas to Action*, Darden School of Business, University of Virginia (August 14, 2015).
 4. “Triangulation: The Essence of Financial Reporting,” *Thought On*, http://www.darden.virginia.edu/web/uploadedFiles/Darden/Executive_Education/Haskins_Triangulation.pdf (May, 2011).
 5. “Keep Congress Out of Accounting,” www.darden.virginia.edu/varoom/bizbuzz080702.htm, (August 7, 2002). [Referenced by Chairman of FASB (Robert Herz) in testimony before Congress on April 28, 2004.]
 6. “Ethical Issues in Auditing,” in *The Blackwell Encyclopedic Dictionary of Business Ethics*, P. H. Werhane and R. E. Freeman, eds. (Oxford, UK: Blackwell Publishers Ltd.) (2nd ed., 2005, pp. 34-36) (1st ed., 1997, pp. 219-220).
 7. “Regulation of the Securities Markets from an Accounting Perspective,” (with R. Sack) published in the *Proceedings of the Conference on Capital Markets* sponsored by the Institute of State and Law Soviet Academy of Sciences (Moscow, Russia) and International Law Institute (Washington D.C., USA), conference held in Moscow, Russia (November 11-14, 1991).
 - Selected Cases and Teaching Notes (TN):

Accounting

1. Executive Incentive Pay Disclosures at Etsy, Inc. (C-2430) (with L. Lynch)
2. Executive Incentive Pay Disclosures at Etsy, Inc. (TN) (C-2430TN) (with L. Lynch)
3. Revenue Recognition (Topic 606) at Salesforce.com, Inc. (C-2428) (with L. Lynch)
4. Revenue Recognition (Topic 606) at Salesforce.com, Inc. (TN) (C-2428TN) (with L. Lynch)
5. Caterpillar Inc. Taps the Chinese Bond Market (C-2418) (with L. Lynch)
6. Caterpillar Inc. Taps the Chinese Bond Market (TN) (C-2418TN) (with L. Lynch)

7. Daimler Taps the Chinese Panda Bond Market (C-2417) (with L. Lynch)
8. Daimler Taps the Chinese Panda Bond Market (TN) (C-2417TN) (with L. Lynch)
9. Potential Volatility in Earnings: Berkshire Hathaway's Equity Investments (C-2426) (with L. Lynch)
10. Potential Volatility in Earnings: Berkshire Hathaway's Equity Investments (TN)(C-2426TN)(with L. Lynch)
11. Crafting a Statement of Cash Flows: Preferred Airline Group Buys West Coastal Air (C-2427)
12. Crafting a Statement of Cash Flows: Preferred Airline Group Buys West Coastal Air (TN) (C-2427TN)
13. Corporate Financial Ratio Insights in a Department of Defense Context (C-2424)
14. Corporate Financial Ratio Insights in a Department of Defense Context (TN) (C-2424TN)
15. Shareholders' Equity at PepsiCo (C-2425) (with L. Lynch)
16. Shareholders' Equity at PepsiCo (TN) (C-2425TN) (with L. Lynch)
17. A New Era in Revenue Recognition: General Dynamics and Ford (C-2414) (with L. Lynch)
18. A New Era in Revenue Recognition: General Dynamics and Ford (TN) (C-2414TN) (with L. Lynch)
19. Sonvilier Pen Company: An Outsourcing Decision (C-2406) (with P. Simko)
20. Sonvilier Pen Company: An Outsourcing Decision (TN) (C-2406TN) (with P. Simko)
21. Investment Insights from Berkshire Hathaway (C-2416) (with L. Lynch)
22. Investment Insights from Berkshire Hathaway (TN) (C-2416TN) (with L. Lynch)
23. Amazon.com, Inc. Buys Whole Foods Market (C-2409) (with L. Lynch)
24. Amazon.com, Inc. Buys Whole Foods Market (TN) (C-2409TN) (with L. Lynch)
25. Cash Flow Statement Confessions—Department Store Retailers (A) (C-2397)
26. Cash Flow Statement Confessions—Department Store Retailers (B) (C-2398)
27. Cash Flow Statement Confessions—Department Store Retailers (A & B) (TN) (C-2397TN)
28. Facebook's Acquisition of WhatsApp: The Rise of Intangibles (A) (C-2382)
29. Facebook's Acquisition of WhatsApp: The Rise of Intangibles (B) (C-2383)
30. Facebook's Acquisition of WhatsApp: The Rise of Intangibles (A) and (B) (TN) (C-2382TN)
31. Impairing the Microsoft/Nokia Pairing (C-2386, Rev 7/17)
32. Impairing the Microsoft/Nokia Pairing (TN) (C-2386TN, Rev. 7/17)
33. S. J. Lawson, Inc.—A Performance Measurement Behavioral Audit (C-2366, Rev. 8/16)
34. S. J. Lawson, Inc.—A Performance Measurement Behavioral Audit (TN) (C-2366TN, Rev. 8/16)
35. Colorado & Utah Canyon Tours Co. (C-2364)
36. Colorado & Utah Canyon Tours Co. (TN) (C-2364TN)
37. Judy Gent—Inventory (C-2352)
38. Judy Gent—Inventory (TN) (C-2352TN)
39. The Business School at Ivy State University: Cost Behaviors (C-2346)
40. The Business School at Ivy State University: Cost Behaviors (TN) (C-2346TN)
41. Horse Vet: Transaction Analysis and Statement of Cash Flows (Option 1) (C-2333)
42. Horse Vet: Transaction Analysis and Statement of Cash Flows (Option 2) (C-2334)
43. Horse Vet: Transaction Analysis and Statement of Cash Flows (Options 1 & 2) (TN) (C-2333TN)
44. High Point Aviation: Operating Breakevens (C-2329)
45. High Point Aviation: Operating Breakevens (TN) (C-2329TN)
46. Juno Manufacturing, Inc.: Verify Those Asset Figures (C-2325)
47. Juno Manufacturing, Inc.: Verify Those Asset Figures (TN) (C-2325TN)
48. Developing Financial Insights: Using Future Value (FV) and Present Value (PV) (C-2318)
49. Developing Financial Insights: Using Future Value (FV) and Present Value (PV) (TN) (C-2318TN)
50. The Financial Cockpit: Three Levers and One Flight Plan (C-2313)
51. The Financial Cockpit: Three Levers and One Flight Plan (TN) (C-2313TN)
52. First Mates' Wholesale Boating Supply Company: Do or Don't? (C-2312)
53. First Mates' Wholesale Boating Supply Company: Do or Don't? (TN) (C-2312TN)
54. Sack It & Pack It, Inc.: 12 Combinations of GAAP and How They Differ (C-2300)
55. Sack It & Pack It, Inc.: 12 Combinations of GAAP and How They Differ (TN) (C-2300TN)

56. Physicians for You, LLC: Estimating Asset-related Expenses (C-2304)
57. Physicians for You, LLC: Estimating Asset-related Expenses (TN) (C-2304TN)
58. Dog Concierges, LLC: Transaction Analysis & Statement of Cash Flows (C-2297)
59. Dog Concierges, LLC: Transaction Analysis & Statement of Cash Flows (TN) (C-2297TN)
60. Harris Corporation: Financial Benchmarking (C-2289)
61. Harris Corporation: Financial Benchmarking (TN) (C-2289TN)
62. Outdoor Living Spaces Co.: Financial Statement Overview (C-2287)
63. Outdoor Living Spaces Co.: Financial Statement Overview (TN) (C-2287TN)
64. Financial Reporting Discussions and Debates: A Series of Review Tasks (C-2286)
65. Financial Reporting Discussions and Debates: A Series of Review Tasks (TN) (C-2286TN)
66. Media General and the Balanced Scorecard (A) (C-2283) (with D. Eakes)
67. Media General and the Balanced Scorecard (B) (C-2284) (with D. Eakes)
68. Media General and the Balanced Scorecard (A) and (B) (TN) (C-2283TN) (with D. Eakes)
69. Gail Palmer Ashton Graduate School of Business: The Balanced Scorecard (C-2267)
70. Gail Palmer Ashton Graduate School of Business: The Balanced Scorecard (TN) (C-2267TN)
71. Adenosine Therapeutics: A Different Compensation Method (C-2264) (with L. Evans)
72. Adenosine Therapeutics: A Different Compensation Method (TN) (C-2264TN) (with L. Evans)
73. Maumee Commercial Dining Products, Inc. (C-2247)
74. Maumee Commercial Dining Products, Inc. (TN) (C-2247TN)
75. Gibson Insurance Co. (C-2237) (with K. Lilly and L. Smith)
76. Gibson Insurance Co. (TN) (C-2237TN)
77. Remington, Inc.: Instant Insights for Financial Ratios (C-2203)
78. Remington, Inc.: Instant Insights for Financial Ratios (TN) (C-2203TN)
79. Consumer Service Co. (A) (C-2192) (with R. Sack and W. May)
80. Consumer Service Co. (A) (TN) (C-2192TN) (with R. Sack and W. May)
81. Oriole Furniture, Inc. (A) (C-2191) (with W. Rotch)
82. Oriole Furniture, Inc. (A) (TN) (C-2191TN) (with W. Rotch)
83. Graphics, Inc. (A) (C-2190) (with W. Rotch)
84. Graphics, Inc. (A) (TN) (C-2190TN) (with W. Rotch)
85. Shun Electronics Company (C-2189) (with W. Rotch)
86. Shun Electronics Company (TN) (C-2189TN) (with W. Rotch)
87. EntertainmentNow.com (C-2184) (with K. Lilly and L. Smith)
88. EntertainmentNow.com (TN) (C-2184TN) (with K. Lilly and L. Smith)
89. The Squeaky Horn (C-2183) (with K. Lilly and L. Smith)
90. The Squeaky Horn (TN) (C-2183TN) (with K. Lilly and L. Smith)
91. The Craddock Cup (C-2182) (with K. Lilly and L. Smith)
92. The Craddock Cup (TN) (C-2182TN) (with K. Lilly and L. Smith)
93. Zauner Ornaments (C-2181) (with K. Lilly and L. Smith)
94. Zauner Ornaments (TN) (C-2181TN) (with K. Lilly and L. Smith)
95. Finnegan's Gardens (C-2180) (with K. Lilly and L. Smith)
96. Finnegan's Gardens (TN) (C-2180TN) (with K. Lilly and L. Smith)
97. Horizon Insurance Agency (C-2140, Rev. 1/04) (with W. Rotch)
98. Horizon Insurance Agency (TN) (C-2140TN, Rev. 1/04) (with W. Rotch)
99. Ratios Tell a Story—2017 (C-2410)
100. Ratios Tell a Story—2017 (TN) (C-2410TN)
101. Ratios Tell a Story—2015 (C-2381)
102. Ratios Tell a Story—2015 (TN) (C-2381TN)
103. Ratios Tell A Story—2013 (C-2350)
104. Ratios Tell A Story—2013 (TN) (C-2350TN)
105. Ratios Tell A Story—2011 (C-2332)

106. Ratios Tell A Story—2011 (TN) (C-2332TN)
107. Ratios Tell A Story—2009 (C-2316)
108. Ratios Tell A Story—2009 (TN) (C-2316TN)
109. Ratios Tell A Story—2007 (C-2285)
110. Ratios Tell A Story—2007 (TN) (C-2285TN)
111. Ratios Tell A Story—2005 (C-2236)
112. Ratios Tell A Story—2005 (TN) (C-2236TN)
113. Ratios Tell A Story—2003 (C-2202)
114. Ratios Tell A Story—2003 (TN) (C-2202TN)
115. Ratios Tell A Story—2001 (C-2162)
116. Ratios Tell A Story—2001 (TN) (C-2162TN)
117. Ratios Tell A Story—1999 (C-2149)
118. Ratios Tell A Story—1999 (TN) (C-2149TN)
119. Ratios Tell A Story—1997 (C-2142)
120. Ratios Tell A Story—1997 (TN) (C-2142TN)
121. Ratios Tell A Story—1995 (C-2130)
122. Ratios Tell A Story—1993 (C-2079) (with R. Sack and L. DeStefano)
123. International Ratios Tell a Story—2005 (C-2235)
124. International Ratios Tell a Story—2005 (TN) (C-2235TN)
125. Australia: Ratios Tell a Story (C-2078)
126. Australia: Ratios Tell a Story (TN) (C-2078TN)
127. Balance Sheets Tell a Story (C-2055)
128. Balance Sheets Tell a Story (TN) (C-2055TN)
129. San Antonio Enterprises--Marketable Securities (C-2112)
130. San Antonio Enterprises--Marketable Securities (TN) (C-2112TN)
131. Peerless Paint Co. (A) (C-2092) (with R. Sack and S. Gatto)
132. Peerless Paint Co. (B) (C-2093) (with R. Sack and S. Gatto)
133. Peerless Paint Co. (C) (C-2094) (with R. Sack and S. Gatto)
134. Peerless Paint Co. (D) (C-2095) (with R. Sack and S. Gatto)
135. Peerless Paint Co. (A), (B), (C), and (D) (TN) (C-2092TN) (with R. Sack)
136. Computer Peripherals, Inc. (A) (C-2090) (with R. Sack and S. Gatto)
137. Computer Peripherals, Inc. (B) (C-2091) (with R. Sack and S. Gatto)
138. Computer Peripherals, Inc. (A) and (B) (TN) (C-2090TN) (with R. Sack)
139. Crown Products, Inc. (A) (C-2088) (with R. Sack and S. Gatto)
140. Crown Products, Inc. (B) (C-2089) (with R. Sack and S. Gatto)
141. Crown Products, Inc. (A) and (B) (TN) (C-2088TN) (with R. Sack)
142. Creative Consultants, Inc. (A) (C-2086) (with R. Sack)
143. Creative Consultants, Inc. (B) (C-2087) (with R. Sack)
144. Creative Consultants, Inc. (A) and (B) (TN) (C-2086TN) (with R. Sack)
145. The Bash Company (C-2066) (with E. R. Brownlee, II)
146. The Bash Company (TN) (C-2066TN) (with E. R. Brownlee, II)
147. Denver Wholesale Sporting Goods, Inc. (C-2067) (with E. R. Brownlee, II)
148. Denver Wholesale Sporting Goods, Inc. (TN) (C-2067TN) (with E. R. Brownlee, II)
149. Champion Spark Plug Company--Inventory Disclosures (C-2065)
150. Champion Spark Plug Company--Inventory Disclosures (TN) (C-2065TN)
151. American Toy Company--Fixed Assets (C-2040, Rev. 9/14) (with J. Bristow)
152. American Toy Company--Fixed Assets (TN) (C-2040TN, Rev. 9/14) (with J. Bristow)
153. Elmendorf Communications--Intangible Assets (C-2035) (with J. Bristow and D. Howell)
154. Elmendorf Communications--Intangible Assets (TN) (C-2035TN) (with J. Bristow and D. Howell)
155. Compton Computing Systems--Cash Flow (A) (C-2022) (with J. Bristow)

156. Compton Computing Systems--Cash Flow (A) (TN) (C-2022TN) (with J. Bristow)
157. Compton Computing Systems--Cash Flow (B) (C-2023) (with J. Bristow)
158. Compton Computing Systems--Cash Flow (B) (TN) (C-2023TN) (with J. Bristow)
159. How Much Is Enough: Assessing Personal Financial-Planning Needs (C-2000)
160. How Much Is Enough: Assessing Personal Financial-Planning Needs (TN) (C-2000TN)
161. A.H. Robins--Inventory (A) (C-1086) (with M. Parker)
162. A.H. Robins--Inventory (A) (TN) (C-1086TN) (with M. Parker)
163. A.H. Robins--Inventory (B) (C-1087) (with M. Parker)
164. A.H. Robins--Inventory (B) (TN) (C-1087TN) (with M. Parker)
165. A.H. Robins--Inventory (C) (C-1088) (with M. Parker)
166. A.H. Robins--Inventory (C) (TN) (C-1088TN) (with M. Parker)
167. Paragon Electronics, Inc.: Inventory Cost Flow Methods (C-1076) (with M. Parker)
168. Paragon Electronics, Inc.: Inventory Cost Flow Methods (TN) (C-1076TN) (with M. Parker)
169. Orion Headquarters--Financing Alternatives (C-1046)
170. Orion Headquarters--Financing Alternatives (TN) (C-1046TN)
171. Catur Federal Savings and Loan--Leased Asset (C-1043) (with R. Bray)
172. Catur Federal Savings and Loan--Leased Asset (TN) (C-1043TN) (with R. Bray)
173. Albert Robins --Trade Receivables (C-2245) (with R. Bray)
174. Albert Robins --Trade Receivables (TN) (C-2245TN) (with R. Bray)
175. PepsiCo Inc.—Revisited (C-2058) (with J. Bristow)
176. PepsiCo Inc.—Revisited (TN) (C-2058TN) (with J. Bristow)
177. Monsanto Company (C-2056)
178. Monsanto Company (TN) (C-2056TN)
179. Deere and Caterpillar (C-2054)
180. Deere and Caterpillar (TN) (C-2054TN)

Ethics

181. Michael Harris: Crafting a Faculty Values Statement (E-0388)
182. Michael Harris: Crafting a Faculty Values Statement (TN) (E-0388TN)
183. General Motors (A): Jack Smith (E-0087) (with J. Elmer)
184. General Motors (A): Jack Smith (TN) (E-0087TN)
185. General Motors (B): Ignacio Lopez (E-0088) (with J. Elmer)
186. General Motors (B), (C), and (D): I. Lopez, M. Ross, and the PICOS Team (TN) (E-0088TN)
187. General Motors (C): Mike Ross (E-0089) (with J. Elmer)
188. General Motors (D): The PICOS Team (E-0090) (with J. Elmer)

General

189. Generating Revenue Growth Ideas at Evergreen Executive Education, LLC (A) (G-0644)
190. Generating Revenue Growth Ideas at Evergreen Executive Education, LLC (B) (G-0645)
191. Generating Revenue Growth Ideas at Evergreen Executive Education, LLC (A) & (B)(TN) (G-0644TN)
192. “Nobody Ever Disagrees.” (A) (G-0641)
193. “Nobody Ever Disagrees.” (B) (G-0642)
194. “Nobody Ever Disagrees.” (A) & (B) (TN) (G-0641TN)
195. Service Provider of Choice: Insights from the Executive Education Arena (G-0640)
196. Service Provider of Choice: Insights from the Executive Education Arena (TN) (G-0640TN)
197. CEO Oath of Office: Yes or No? (G-0637)
198. CEO Oath of Office: Yes or No? (TN) (G-0637TN)
199. Southpointe Corporation—Key Experiences (G-0634)
200. Southpointe Corporation—Key Experiences (TN) (G-0634TN)
201. Martha Hires—The Good and The Bad of Working with Clients (G-0635)

202. Martha Hires—The Good and The Bad of Working with Clients (TN) (G-0635TN)
203. Home Technologies, Inc.: Merging Corp. Learning Centers (A) (G-0590) (with J. Simandl)
204. Home Technologies, Inc.: Merging Corp. Learning Centers (B) (G-0591) (with J. Simandl)
205. Home Technologies, Inc.: Merging Learning Centers (A & B) (TN) (G-0590TN) (with J. Simandl)
206. Rivanna University—MOU (G-0578)
207. Rivanna University—MOU (TN) (G-0578TN)
208. Texaco Aviation Transport Services (A) (G-0539) (with S. Bowen)
209. Texaco Aviation Transport Services (A) (TN) (G-0539TN) (with S. Bowen)
210. Texaco Aviation Transport Services (B) (G-0540) (with S. Bowen)
211. Texaco Aviation Transport Services (B) (TN) (G-0540TN) (with S. Bowen)
212. Texaco Aviation Transport Services (C) (G-0541) (with S. Bowen)
213. Texaco Aviation Transport Services (C) (TN) (G-0541TN) (with S. Bowen)
214. Coopers & Lybrand, L.L.P.: Crossing Borders Video (G-0533)
215. Coopers & Lybrand, L.L.P.: Crossing Borders (TN) (G-0533TN)
216. Coopers & Lybrand, L.L.P.: Perspectives on Partnership Video (G-0525) (with J. Rosenblum)
217. Coopers & Lybrand, L.L.P.: Perspectives on Partnership (TN) (G-0525TN)
218. Schulte, Roth & Zabel: Power of Partnership Video (G-0479) (with J. Rosenblum)
219. Schulte, Roth & Zabel: Power of Partnership (TN) (G-0479TN)

Pedagogy & Higher Ed Administration

220. Classroom Covenant: Yes? No? (UVA-PHA-0073)
221. Classroom Covenant: Yes? No? (TN) (UVA-PHA-0073TN)
222. Jack Drake's Question: What Makes a Great Executive Education Instructor? (PHA-0071)
223. Jack Drake's Question: What Makes a Great Executive Education Instructor? (TN) (PHA-0071TN)
224. Teaching Excellence: What Makes Great Professors Great (PHA-0063)
225. Teaching Excellence: What Makes Great Professors Great (TN) (PHA-0063TN)
226. Mid-Atlantic Professional Development Center: Lengthening Learning (PHA-0061)
227. Mid-Atlantic Professional Development Center: Lengthening Learning (TN) (PHA-0061TN)
228. Evergreen Executive Education, LLC—Needs Analysis (PHA-0059)
229. Evergreen Executive Education, LLC—Needs Analysis (TN) (PHA-0059TN)
230. The Darden School's First-Year MBA Program Experience (PHA-0056)
231. The Darden School's First-Year MBA Program Experience (TN) (PHA-0056TN)

Quantitative Analysis

232. Predicting Corporate Bankruptcy (QA-0371) (with P. Pfeifer)

● Cases and Teaching Notes (TN) in process:

- LeMar Outdoor Play Products—An Outsourcing Decision to India (C-QQQQ)
- LeMar Outdoor Play Products—An Outsourcing Decision to India (TN) (C-QQQQTN)
- Performance Goals at Tractors, Inc. (C-ZZZZ)
- Performance Goals at Tractors, Inc. (TN) (C-ZZZZTN)
- CFFO, CFFI, CFFF: Recurring Cash Flow Patterns and What They 'Say' (C-YYYY) (with P. Simko)
- CFFO, CFFI, CFFF: Recurring Cash Flow Patterns and What They 'Say' (TN) (C-YYYYTN) (with P. Simko)

● Selected Technical Notes

1. Present Value: A Note on Personal Applications (C-2314)
2. Accounting for Marketable Securities (C-2280 rev. 6/09) (with L. Lynch)
3. Managing the Career Blues (PACS-0097) (with J. Clawson)
4. A Note on, and a Tale about, Flexible Budgeting (C-2156)
5. Accounting as the Language of Business (C-2215) (with R. Sack)
6. The Standard Setting Process (C-2216) (with R. Sack)

7. There is More to Accounting Than Meets the Eye (C-2217) (with R. Sack)
8. The Accounting Process (C-2218) (with R. Sack)
9. The Income Statement (C-2219) (with R. Sack)
10. Active Investments and Business Combinations (C-2220) (with R. Sack)
11. The Statement of Cash Flows (C-2024)
12. Accounting for Trade Receivables (C-2026)
13. Accounting for Inventories and Cost of Goods Sold (C-2028)
14. Accounting for Fixed Assets and Depreciation (C-2029)
15. Accounting for Intangible Assets (C-2034)
16. Understanding Client Constituencies: An Overview (C-2113) (with R. Sack)

● Technical Notes in process:

Company Understanding Using a Financial Lens: Getting Started with Four Key Resources (in outline phase)

PROFESSIONAL WORK EXPERIENCE

Executive Education (various topics taught such as: Financial Management, Employer of Choice, High-performing Partnerships, Ethics, Value Creation, Financial Acumen/Analysis, Performance Management/Measurement, Outsourcing, and Leadership Practices)

Darden School, Single-Company Custom Programs [Served (serving*) as Faculty Leader in addition to Instructor]:

- U. S. Air Force—Enterprise Leadership Seminar
- Dover Corp.—Executive Development Program
- AES Co.—Senior Executive Program (SEP)
 - Leadership Development Program (LDP)
 - Emerging Leaders Program (ELP)
 - Sourcing Leadership Development Program
 - Financial Leadership Development Program (FLDP)
- Harris Corp.—Leadership Directions Program
- U.S. Navy—Business Resources Management Program (BRM)
- U.S. Navy—Industry Insights Course*
- Defense Logistics Agency (DLA)—Insights into Industry*
- U.S. Marine Corp—Understanding Industry Program
- Norfolk Southern Railroad Corp.—Executive Development Program
- United Technologies Corp.—Senior Executive Program
- Compaq Computer Corp.—Financial Concepts & Analysis
- Coopers & Lybrand—New Partners Program
- Aetna Insurance—Financial Concepts & Analysis
- Bellcore Corp.—Financial Concepts & Analysis

Darden School, Open Enrollment Programs [Served (serving*) as Faculty Leader in addition to Instructor]:

- Managing the Corporate Aviation Function (CAF)*
- Developing Leadership Capability in the Corporate Aviation Function (DLC)
- Financial Management for Non-Financial Managers (FMF)*

Darden School, Open Enrollment Programs [Served (serving*) as Instructor only]:

- Managing Critical Resources (MCR)
- Management Program in Australia
- Leading Change in the Corporate Aviation Function

- Imperial/ Darden Management Programme in London, UK

Darden School, Single-Company Custom Programs [Served (serving*) as Instructor only]:

- Rolls Royce NA—Play to Win: Building Financial Acumen
- M&M Mars
- Air Liquide America—Leadership Development Program
- Mass Mutual Insurance—Excellence in Leadership Program
- Program for U. S. Postal Executives
- United Technologies Corp.—Executive Program
- MCI—Financial & Ethical Decision Making
- AES—Financial Statement Acumen
- —Sourcing Leadership Program
- NAVAIR
- U.S. Army—The Commercial Business Environment*
- Harris Corp.—Consultative Selling
- U.S. Navy Senior Leadership Course (NSLC)
- Office of Secretary of Defense (Acquisition)—Effective Negotiation to Better Business Outcomes

Private:

- IBM
- Harris Corp.
- U.S. Postal Service
- INTELSAT
- Liquid Carbonic
- AES Corporation
- U.S. Navy Supply Corp School
- U.S. Secretary of Defense Fellows
- Messer Greisheim
- Telcordia Technologies
- Coopers & Lybrand
- PHH Corporation

ADDITIONAL PROFESSIONAL INFORMATION

Top 10 of Darden School faculty for external case sales and internal case usage combined—FYs 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019

Recipient Darden School Multi-year Teaching Award: 2015

Recipient Darden School Multi-year Publications Award: 2015

Recipient Darden School Course Materials Production Award: 2015—2018

Press Interviews: Numerous

SELECTED ADMINISTRATIVE/SERVICE ACTIVITIES

- **Professional:**

Ad hoc Reviewer: *Human Resource Management, Accounting, Organizations & Society, Auditing: A Journal of Practice & Theory, Accounting Horizons, Accounting, Auditing, and Accountability Journal, Advances in Accounting, Journal of Business Research, Contemporary Accounting Research*, and various professional society conferences

Member, Editorial Board of *Development & Learning in Organizations: An International Journal* (2015–present), *Behavioral Research in Accounting* (1991-1999), and *Journal of Managerial Issues* (1990-2014)

American Accounting Association's Accounting, Behavior, and Organizations Section (about 1,000 members)

- Chair (1991-1992)
- Vice Chair (1990-1991)
- Secretary/Treasurer (1989-1990)
- Southeast Regional Coordinator (1986-1988)

Co-chair, Program Committee for 1992 Management Accounting Research Conference (1991-1992)

Member, State of North Carolina Team of Examiners for Boston University's proposal to offer graduate business education in North Carolina (1988-1989)

Member, Program Advisory Committee for 1989 Annual Meeting of the American Accounting Association

Member, American Accounting Association's Accounting, Behavior, and Organizations Section Outstanding Behavioral Doctoral Dissertation Award Committee (1988)

● University of Virginia:

University of Virginia Faculty Senate (1993-1997, 2016-17)

Member, University of Virginia Academic Affairs Committee (1996-1998)

Member, UVA Provost's Advisory Committee (1991-1993)

● Darden Graduate School of Business:

Accounting Area Coordinator (1995-2001) (2013-present)

Chair, Accounting Faculty Search Committee (2017-18)

Member, Technology & Operations Management Faculty Search Committee (2018)

Client Engagement Process Task Force—Darden Executive Education (2014)

Darden School Foundation 403b Retirement Plan Committee (2014-2017)

Member, Dean's Task Force on Faculty Hiring Strategy (2013-2014)

Course Head, First-Year Required MBA Accounting Course (1987-1994) (2001-2004) (2013-present)

Member, First-Year Subcommittee (1987-1994) (2001-2004)

Member, MBA Program Committee (2013-present)

Member, Search Committee for CEO of Darden School Executive Education (2012)

Member, Dean's Task Force on Strategic Review of Executive Education at Darden (2011)

Member, Executive Education Policy Committee (1997-2012)

Member, Dean's Task Force on Mission Statement Review (2008)

Member, Dean's Teaching Space Planning Project Group (2008)

Member, Dean's Task Force on High-Engagement Learning (2006-07)

Section Coordinator, First-Year MBA Program (1994 and 2005)

Member, EMBA Planning Committee (2004)

Member, First-Year Program Global Business Initiatives Planning and Delivery Team (2004)

Chair, Darden School Metrics Taskforce (2003-04)

Chair, First-Year Program Committee (1998-2001)

Chair, Dean's Taskforce on Faculty Values and Culture (2000)

Member, Tenure & Promotions Committee (1995-1998)

Member, Facilities Policy Committee /Project Work Group (1991-1995, \$40 million Darden complex)

Member, MBA Policy Committee (1998-2001)

Member, Academic Support Policy Committee (1998-2001)

Academic Standards Committee

- Chair (1991-1993)
- Member (1986-1991)

Member, Capital Campaign Advisory Committee (1991)

Member, Wachovia Research Award Committee (1994)

Member, Research and Course Development Committee (1985-1990)

Member, Teaching Faculty for Pre-registration Program (1986-1988) and LEAD Program (1987-1990)

Advisor, Real Estate Club (1984-1986)

Member, Dean's Reappointment Committee (1988)

● Community:

Hope Builders International, Board of Directors (2004-2013)

The Noble Heart Ministry---conference facilitator (2010, 2011, 2013)

Clear River Church

- Treasurer and Trustee (2004)
- Children's K-5 ministry (2003)

Ash Lawn-Highlands Summer Festival

- Treasurer, Board of Advisors (1994-1997)
- Member, Board of Advisors (1991-2000)

Covenant School (private, Christian school with an enrollment of about 675 students K-12)

- Member Board of Directors (2000-2003)
 - Chair, Development Committee (2001-02)
 - Vice chair (2002-2003)
- Co-chair, Capital Campaign Major Gifts Committee (1999-2001)

Charlottesville YMCA Youth Basketball Coach (1997, 1998)

Treasurer and member of Board of Directors, Piedmont Council of the Arts (1986-1988)

Charlottesville Children's Community Theater (1990-1993)