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Education

B.B.A. (Accounting) 1964, Ohio University
M.B.A. 1965, Ohio University
Ph. D. 1975, Georgia State University

Professional Designation

Certified Public Accountant (CPA) - State of Iowa

Professional Employment

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| 2010 – Present | <i>Dale S. Coenen Professor of Business Administration, The Darden Graduate School of Business Administration, University of Virginia</i> |
| 1992 - 2010 | <i>Professor of Business Administration, The Darden Graduate School of Business Administration, University of Virginia</i> |
| 1979 - 1992 | <i>Associate Professor of Business Administration, The Darden Graduate School of Business Administration, University of Virginia.</i> |
| 1975 - 1979 | <i>Assistant Professor of Business Administration, The Darden Graduate School of Business Administration, University of Virginia.</i> |
| 1973 - 1975 | <i>Instructor in Accounting, Georgia State University.</i> |
| 1972 - 1973 | <i>Special Appointment to the Audit Staff, Peat, Marwick Mitchell & Co., Atlanta Georgia.</i> |
| 1969 - 1970 | <i>Assistant Professor of Accounting, University of Northern Iowa.</i> |
| 1967 - 1969 | <i>Instructor in Accounting, University of Northern Iowa.</i> |
| 1965 - 1967 | <i>Instructor in Accounting, Ohio University.</i> |

Principal Teaching Responsibilities

Area Coordinator - Accounting
Advanced Financial Reporting and Analysis
Financial Reporting and Analysis
International Financial Reporting
Financial and Managerial Accounting
Sustainable Business and Corporate Responsibility
Business and Sustainability

Executive Education - U.S.A.

Darden School:

The Executive Program Bacardi Management
Program Business/Financial Management
Program Business Resources Management
Program Contemporary Management Issues and
Practices Financial Management Program
Financial Management for Non-Financial Managers
Goodyear Management Program
MCI: Commitment to Integrity
Management Development Program: Driving Vision, Action and Results
Managing Critical Resources: Developing a General Management Perspective
Managing Portfolios for Performance
Mergers and Acquisitions
Owens and Minor Management Program
Postal Executives Program
State Farm Management Program
Sustainability and Beyond: The Emerging Triple Bottom Line of the New Economy
United States Army: Strategy for the Environment
United States Army: Sustainability and Beyond
United States Navy: Corporate Business Course
United Technologies Corporation-Emerging Leaders Program

Corporate:

Celanese
Digital Equipment
Glaxo
Goodyear
Grand Metropolitan - U.S.A.
International Business Machines
Liggett Group
Milliken
Olin
Philip Morris

Executive Education - U.S.A.

Corporate: (continued)

Pinkerton Group
Public Service Co. of Oklahoma
Westinghouse Electric

Other:

National Aeronautics and Space Administration

Executive Education - International

Darden School:

Management Program in Australia - Sydney
Bacardi Limited
United Technologies Corporation

Corporate:

International Business Machines - Sydney, Australia
Unilever - London, England

Cases Written

A. H. Robins Co. - Inventory (A) - Inventory valuation case
Allweather Broadcasting Co. - Business combinations case
Alpine Appliance Co. - Inventory valuation case
America Online/Time Warner (A) – Business combinations case
Bellaire Clinical Labs, Inc. - Performance measurement and evaluation case
Betterbuilt Transport, Inc. - Financial reporting case
Better Buy, Inc. – Revenue recognition case
Bristol-Myers/Squibb - Business combinations case
Bristol-Myers/Unitek - Business combinations case
Cantro Corporation - Cost behavior and pricing case
Charley's Family Steak House (A) - Flexible budgeting case
Charley's Family Steak House (B) - Performance measurement and evaluation case
Charley's Family Steak House (C) - Performance measurement and evaluation case
Classic Tours, Inc. (A) - Entrepreneurship case
Classic Tours, Inc. (B) - Entrepreneurship case
Distillers Delight in the U.K. - Performance measurement and evaluation case
Dunlap Corporation - Pension case
Employee Stock Options at Microsoft Corporation – Stock options case
Fansteel, Inc. - Corporate takeover case
Fichthorn Manufacturing Co. - Pension case
Financial Reporting at Bristol-Myers Squibb - Fraudulent financial reporting case

Cases Written (continued)

Financial Reporting at Enron Corporation - Fraudulent financial reporting case
Financial Reporting at Tyco International, Ltd. - Fraudulent financial reporting case
Financial Reporting at Worldcom, Inc. - Fraudulent financial reporting case
Financial Reporting at Xerox Corporation - Fraudulent financial reporting case
Flowtron, Inc. - Financial reporting case
Freeport Steel Corporation - Leasing case
Giberson's Glass Studio – Relevant costing case
Global Fabricators, Inc. – Tax accounting case
Gomez Electronics Inc. – Costing case
Holland Corporation - Dollar-value LIFO inventory case
Hydrochem, Inc. - Costing case
J. Ray McDermott/Babcock & Wilcox - Business combinations case
Kraft, Inc. - Tax accounting case
Kraft/Philip Morris - Corporate takeover case
LandAmerica Financial Group, Inc. (A) - Accounting changes case
LandAmerica Financial Group, Inc. (B) - Accounting changes case
Linguini Foods, Inc. - Cost accounting case
Lynchburg Foundry: The Ductile Dilemma - Transfer pricing and relevant costing case
Mattel, Inc. - Auditing problems and perspectives case
Maverick Lodging – Balanced scorecard case
May's Plumbing Service - Inflation accounting case
Mead/Occidental Petroleum - Corporate takeover case
Michigan Metals Corporation - Pension case
NL Industries - Pension case
Nortel Networks Corporation – Corporate restructuring case.
PepsiCo, Inc./Quaker Oats Co. – Business combinations case
Philip Morris/Kraft - Business combinations case
SCM Corporation - Financial reporting case
Shake-Up at Freddie Mac - Derivative financial instruments case
Solar Scientific, Inc. - Long-term liabilities case
Spiegel, Inc. - Stockholders' equity case
Sun Batteries, Inc. - Marketable securities case
Sun Co./Becton Dickinson - Corporate takeover case
Sustainable Chemical, Inc. - Costing case
Symbol Technologies, Inc. - Fraudulent financial reporting case
The Micro-Utility Project - Capital budgeting case
The Tale of Three Profits - Inflation accounting case
Thousand Trails, Inc. (A) - Financial reporting case
Thousand Trails, Inc. (B) - Financial reporting case
Toddler Treasures, Inc. – Costing case
Wendy's Chili - Cost accounting and control case
Wendy's Chili: A Costing Conundrum - Cost accounting and control case
Wendy's International, Inc. (A) - Financial reporting case

Cases Written (continued)

Wendy's International, Inc. (B) - Cash management and control case
Wendy's International, Inc. (C) - Leasing case
Whistler: Blazing the Trail for Sustainability (A) - Multi-media sustainability case
Whistler: Blazing the Trail for Sustainability (B) - Multi-media sustainability case
Whistler: Blazing the Trail for Sustainability (C) - Sustainability case
Wilmont Chemical Corporation - Cost accounting and control case

Technical Notes Written

Accounting for Business Combinations
Accounting for Pensions: Searching for an Acceptable Standard
Accounting for Stock Options
Corporate Takeovers: Tender Offers
Managing Foreign Exchange Risks
Pensions and Financial Reporting
Special Purpose Entities: Their Use and Misuse
The Cost Accounting Standards Board
The Renegotiation Board

Publications

Cases in Managerial and Cost Accounting, with Brandt Allen, Mark Haskins and Luann Lynch, Cambridge Business Publishers, 2010.

Cases in Management Accounting and Control Systems, with Brandt Allen, Mark Haskins and Luann Lynch. Fourth Edition. Pearson Prentice-Hall, 2005.

Corporate Financial Reporting, with Kenneth R. Ferris and Mark E. Haskins. Fourth Edition. Irwin/McGraw-Hill, 2001.

Corporate Financial Reporting: Text and Cases, with Kenneth R. Ferris and Mark E. Haskins. Third Edition. Irwin/McGraw-Hill, 1998.

Cases in Management Accounting and Control Systems, with William Rotch and Brandt Allen. Third Edition. Prentice-Hall, 1995.

Corporate Financial Reporting: Text and Cases, with Kenneth R. Ferris and Mark E. Haskins. Second Edition. Irwin, 1994.

Corporate Financial Reporting: Text and Cases, with Kenneth R. Ferris and Mark E. Haskins. Irwin, 1990.

Publications (continued)

Impact of FAS 87 on Investment Analysis and Portfolio Management (Editor), The Institute of Chartered Financial Analysts, 1987.

Financial Accounting and Statement Analysis: A Manager's Guide, with Almand R. Coleman and C. Ray Smith. Robert F. Dame, Inc., 1982.

Financial Accounting for Management, with Almand R. Coleman and C. Ray Smith. Robert F. Dame, Inc., 1981.

"Corporate Sustainability Reporting: Becoming Mainstream,"
Ernst & Young Faculty Connection, Issue 33, May 2011.

"Financial Reporting's Hidden Costs: From Pensions to Sustainability," *Batten Briefings*, Darden Graduate School of Business Administration, University of Virginia, Spring 2006.

"Global Electronics Inc.: ABC Implementation and the Change Management Process," with Peter C. Brewer and Paul E. Juras, *Issues in Accounting Education*, February 2003.

"Environmental Accounting and Financial Data," with Matthew Mehalik, Environmental Statement – 1998, Rohner Textil AG, Heerbrugg, Switzerland, 1998.

"Communicating Corporate Value: The Role of Financial Reporting," Finding Reality in Reported Earnings, Association for Investment Management and Research, 1997.

"Rethinking Pension Fund Investment Strategies," with S. Brooks Marshall, *Journal of Accounting, Auditing & Finance*, Summer 1994.

"Leveraged ESOPs, Wealth Transfers, and 'Shareholder Neutrality': The Case of Polaroid," with Robert F. Bruner, *Financial Management*, Spring 1990.

"The Leveraged ESOP as a Takeover Defense: The Case of Polaroid Corporation," with Robert F. Bruner, *Journal of Merger & Acquisition Analysis*, Spring

1990. "The Art of Pricing," *American Mover*, July 1989.

Mergers and Acquisitions: New Considerations," with Norman S. Siegel and Kurt D. Rasmussen, *The CPA Journal*, March 1989.

"Introduction to FAS 87," *The Impact of FAS 87 on Investment Analysis and Portfolio Management*, The Institute of Chartered Financial Analysts, 1987.

Publications (continued)

"The SEC and Mandated Disclosure: At the Crossroads," with S. David Young, *Accounting Horizons*, September 1987.

"Capitalizing on Excess Pension Assets," *Management Accounting*, January 1986.

"Financial Disclosure Regulation and Its Critics," with S. David Young, *The Journal of Accounting Education*, Spring 1986.

"Actuarial Cost Methods: A Primer," *The Journal of Accounting Education*, Fall 1985.

"Pension Accounting: A New Proposal," with S. David Young, *The CPA Journal*, July 1985.

"MAS Education: Are Universities the Answer?" with Randolph P. Kudar, *Journal of Accountancy*, September 1980.

International Banking: Entering a New Decade, with Brent D. Wilson, CIBS Occasional Paper 4, September 1980.

"Educating Future Consultants," *The Darden Report*, Spring-Summer 1978.

"Cash Tender Offers: How Useful are Historical Cost Financial Statements?" *The Collegiate Forum*, Spring 1978.

"What Bankers Think About the Funds Statement," *The Magazine of Bank Administration*, January 1978.

Professional Organization Memberships

The American Accounting Association
The American Institute of Certified Public Accountants
The Financial Management Association
The Institute of Management Accountants

Participation at Professional Meetings

"How We Live and How We Learn: Sustainability at the University of Virginia," A presentation made at the 2010 Annual Meeting of the Association for the Advancement of Sustainability in Higher Education (AASHE).

"Breathing Life Into the Required M.B.A. Management Accounting Course Using the Textbook Novel, Code Blue," A presentation made with co-author, Luann J. Lynch, at the 2003 Annual Meeting of the American Accounting Association.

Participation at Professional Meetings (continued)

“Executive Education Innovations for Environmental Management and Sustainability,”
A presentation made at the 2003 Annual Bell Conference.

“Case Method Pedagogy and Accounting Education,” A presentation sponsored by the
Teaching and Curriculum section of the American Accounting Association that
was made at the 2001 Annual Meeting of the American Accounting Association.

"Pension Fund Tax Arbitrage: A Shareholder's Perspective," A presentation made at
the 1994 Annual Meeting of the Academy of Financial Services.

"Teaching Financial Reporting from a Decision Perspective," A presentation made at
the 1994 Annual Meeting of the Southeast Region of the American Accounting
Association.

"Teaching Innovation Using the Case Method," A presentation made at the 1993 Annual
Meeting of the Southeast Region of the American Accounting Association.

Chairperson for the session titled, "Financial Management and Accounting for
International Operations," at the 1991 Annual Meeting of the Eastern Finance
Association.

"Integrity in Financial Reporting: Statutes Aren't Enough," A seminar conducted at the
1988 Annual Meeting of the American Accounting Association.

"The New Pension Accounting: Management Implications," A paper presented at
1987 Annual Meeting of the Southeast Region of the American Accounting
Association.

"The Transition to FAS 52: Management Implications," A paper presented at the 1985
Annual Meeting of the American Accounting Association.

"Actuarial Changes in a Corporate Pension Plan: An Audit Committee Decision," A
paper presented at the 1984 Annual Meeting of the Southeast Region of the
American Accounting Association.

Discussant on International Finance at the 1982 Annual Meeting of the Financial
Management Association.

"Public Tender Offers: A Symptom of Systematic Market Undervaluation," A paper
presented at the 1980 Annual Meeting of the Financial Management
Association.

Other Presentations

- “Can Business Befriend Earth?” With Good Reason, NPR Radio, VFH Radio, Charlottesville, VA., January 2006.
- “Pension Meltdown,” On Point, NPR Radio, WBUR, Boston, Mass., May 13, 2005.
- “Accounting Scandals: Breakdowns in Corporate Governance,” A presentation made at the 83rd Annual Meeting of the Clinical Society of Genitourinary Surgeons, University of Virginia, Charlottesville, VA., November 5, 2004.
- “United, We Fall?” On Point, NPR Radio, WBUR, Boston, Mass., August 5, 2004.
- “Accounting Scandals: Breakdowns in Corporate Governance,” A presentation made at the Darden Business Insights Series sponsored by Darden’s Northern Virginia Center. June 3, 2004.
- “Communicating Corporate Value: The Role of Financial Reporting,” A presentation made at the ICFA Continuing Education Program titled, “Finding Reality in Reported Earnings,” sponsored by the Association for Investment Management and Research. December 4, 1996.
- "Case Method Learning: Applications in Accounting Education," A presentation made on behalf of the Illinois Society of Certified Public Accountants. June 3, 1994.
- "Case Method Learning: Bridging Theory and Practice," Keynote address presented at the annual conference for accounting educators sponsored by the Kentucky Society of Certified Public Accountants. May 21-22, 1993.
- "Corporate Financial Reporting: A Case Approach," A presentation at the Second Annual Accounting Educators Mini-Conference titled, "Innovations in Accounting Pedagogy," sponsored by the American Institute of Certified Public Accountants. November 6-7, 1992.
- "Financial Accounting and Reporting: A Case Approach," A seminar conducted at the First Annual Accounting Educators Mini-Conference titled, "Innovations in Accounting Pedagogy," sponsored by the American Institute of Certified Public Accountants. November 1-2, 1991.
- "Corporate Pension Plans: Accounting Standards and Equity Valuation," A paper presented to the Board of Trustees of The Financial Executives Research Foundation, Rotunda, University of Virginia, 1986.

Service Organization Memberships

Blue Ridge Mountains Rotary Club, Albemarle County, VA.
1994-1996 Director of Programs
1990-1993 Chairman of International Youth Exchange
1985-1987 Director of Community Service

United Way - Thomas Jefferson Area
2001 - 2013 Board of Directors
2010 - 2013 Audit Committee
2011- 2013 Audit Committee – Chair
2011- 2013 Executive Committee

Honors and Recognitions

Recognized by The Seven Society at the University of Virginia for “remarkable dedication to the University of Virginia and to the broader Charlottesville community.”

Endowed Chair Professorship: The Dale S. Coenen Professorship in Free Enterprise, 2010.

Wachovia Award for Excellence in Teaching Materials, 2008.

The Raven Society of the University of Virginia, 1991.

William M. Lybrand Gold Medal Award presented by the Institute of Management Accountants for the outstanding article of the year in *Management Accounting*, 1986.

The Alumni Board of Trustees of the University of Virginia Endowment Fund Outstanding Young Teacher Award, University of Virginia, 1980.

Distinguished Teaching Award, Georgia State University, 1975.

Nicolas M. Salgo Outstanding Teacher Award, Ohio University, 1967.