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ADMINISTRATIVE POSITIONS HELD

Head, Department of Accounting, Washington and Lee University (2003 to present)

**Associate Dean, Williams School of Commerce, Economics, and Politics,
Washington and Lee University (1998 to 2003)**

ACADEMIC PROGRESSION

Teaching and Research:

Washington and Lee University	
Lewis Whitaker Adams Professor of Accounting	2009 to present
Professor of Accounting	2003 to 2009
Associate Professor of Accounting	1997 to 2003
Assistant Professor of Accounting	1991 to 1997
Texas A&M University	
Lecturer in Accounting	1990 to 1991
Research Assistant to Dr. Gary Giroux	1988 to 1990
University of Texas at San Antonio	
Teaching Associate	1987 to 1988
University of Virginia	
Lecturer in Accounting	1986
Teaching Assistant	1983 to 1985

Education:

Ph.D.	Texas A&M University, August 1992
M.S. in Accounting	University of Virginia, January 1986
M.A. in English	University of Kansas, May 1974
A.B.	Mary Baldwin College, May 1972

PROFESSIONAL EXPERIENCE

Faculty Fellow, Arthur Andersen LLP, Washington, D.C., 1997 to 1998

PROFESSIONAL CERTIFICATION

Certified Public Accountant, Virginia

CURRENT RESEARCH INTERESTS

Positive organizational psychology as it relates to performance evaluations
Corporate social responsibility and sustainability

CLASSES TAUGHT

Introductory Financial Accounting
Intermediate Accounting
International Accounting
Writing and Research for Accountants
Corporate Social Responsibility

PUBLICATIONS

- “Managing Millennials: Embracing Generational Differences” with Jeanine S. Stewart, Karen S. Cravens, and Shigehiro Oishi in *Business Horizons*, Volume 60, Issue 1, January–February 2017, Pages 45-54
- “Workplace Culture Mediates Performance Appraisal Effectiveness and Employee Outcomes: A Study in a Retail Setting” with Karen S. Cravens, Shigehiro Oishi, and Jeanine S. Stewart in *Journal of Management Accounting Research*, Fall 2015, Vol. 27, No. 2, pp. 1-34.
- “Followers, likes, and page clicks – Oh my! A new frontier for social media in Western Europe” [Guest Editors’ Perspective] with Karen S. Cravens and Alexa A. Perryman in *Business Horizons*, Vol. 57, No. 6, November-December 2014, pp. 691-693.
- “Social Entrepreneurship in Indigenous Communities: The Cases of Brazil and Greenland” with Robert D. Straughan in *Social Entrepreneurship*, Larry E. Pate and Charles Wankel (eds.), 2013, pp. 367-93, Information Age Publishing.
- “An Activity-Based Costing Application Using a Video of Olive Oil Production” with Karen S. Cravens, forthcoming, *The Accounting Instructors’ Report*, Winter 2013.
- “Can a Positive Approach To Performance Evaluation Help Accomplish Your Goals?,” with Karen S. Cravens and Jeanine S. Stewart, *Business Horizons*, Vol. 53, No. 3, May 2010, pp. 269-279
- “Employees are the Key Link to Corporate Reputation Management,” with Karen S. Cravens, *Business Horizons*, Vol. 49, No. 4, July-August 2006, pp. 293-302.

“The Reputation Audit: Measuring and Managing Corporate Reputation,” with Sridhar Ramamoorti and Karen S. Cravens, *European Management Journal*, Vol. 2, No. 2, April 2003, pp. 201-212.

"An International Comparison of Employee Welfare Plans," with Karen S. Cravens, *Thunderbird International Business Review*, May-June 2001, pp. 261-284.

“The Influence of Culture on Pension Plans,” with Karen S. Cravens, *International Journal of Accounting*, Vol. 35, No. 4, 2000, pp. 521-537.

"Cultural Influences on Managerial Choice: An Empirical Study of Employee Benefit Plans in the United States," with Karen S. Cravens, *Journal of International Business Studies*, Vol. 4, Fourth Quarter 1999, pp. 745-762.

"Building on the British Model: A Model for Training Accounting Professionals in the U.S.," with Hubert D. Glover, Alan I. Blankley, and Graham J. Holt, *The International Association of Management Journal*, Vol. 4, Fall 1996.

"An Integrated Business School Model," with Hubert D. Glover and Alan I. Blankley, *Management Accounting*, May 1995, pp. 35-37.

PROCEEDINGS & PRESENTATIONS

“A Positive Work Environment Mediates Performance Evaluation Effectiveness: An Exploratory Study in a Retail Setting” with Karen S. Cravens, Shigehiro Oishi, and Jeanine S. Stewart, an invited presentation at the JMAR Research Conference Plenary Session: “From Strategy to Outcomes – The Role of Performance Measurement,” Management Accounting Section Midyear Meeting, January 10, 2015, in Newport Beach, California.

“The Relationship of the Performance Appraisal Process to the Transmission of Positive Ethical Messages” with Karen S. Cravens and Tracy S. Manly at the 19th Annual Ethics Research Symposium, American Accounting Association’s Annual Meeting, August 3, 2014 in Atlanta, Georgia.

“What Resources are Available to Help Accounting Professors Teach Writing?” with Karen S. Cravens and Chuong Do at Southwest Regional Meeting of the American Accounting Association, March 13, 2014 in Dallas, Texas

“Does Monitoring by Unions, Institutional Investors, and Big Six Auditors Improve the Accuracy of the Pension Rate of Return?” with Alan I. Blankley and Edward P. Swanson, at American Accounting Association Annual Meeting, Research Forum, August 20, 1997.

"Cultural Influences on Managerial Choice: An Empirical Study of Employee Benefit Plans in the United States," with Karen S. Cravens, at the Critical Perspectives in Accounting Symposium, April 27, 1996.

"Employee Benefit Plan Choices of Foreign- and U.S.-Owned Domestic Firms as Indicators of Potential for Accounting Harmonization," with Karen S. Cravens at the Mid-Atlantic Regional American Accounting Association in Huntington, West Virginia, March 1995.

"Cultural Influences on Employee Benefit Plan Choices of U.S.- and Non-U.S.-Based Firms in the United States," with (and presented by) Karen S. Cravens) at the Oklahoma/Arkansas Accounting Research Symposium, February 10, 1995, Tulsa, Oklahoma.

"An Investigation of Employee Benefit Plan Characteristics of Wholly- and Partially-Owned U.S. Subsidiaries of Foreign Firms," with Karen S. Cravens at the Southeast Regional American Accounting Association in Louisville, Kentucky, April 1994.

"A Survey of State Requirements to Sit for the CPA Examination Under Recently Enacted 150-Hour Rules," with J. William King at the Southeast Regional American Accounting Association in Louisville, Kentucky, April 1994.

"Examining the Effectiveness of International Transfer Pricing Policies as Strategic Tools for Multinational Firms," with Karen S. Cravens and Winston T. Shearon, at the ORSA/TIMS Joint National Meeting in Phoenix, Arizona, November 3, 1993.

"A Preliminary Investigation of the Perceived Influence of International Transfer Pricing Decision on Multinational Corporate Performance," with (and presented by) Karen S. Cravens, at the Southeast Regional American Accounting Association in Atlanta, Georgia, April 23, 1993.

WORKING PAPERS

A Positive Work Environment Mediates Performance Evaluation Effectiveness: An Exploratory Study in a Retail Setting, with Karen S. Cravens, Jeanine Stewart, and Shigehiro Oishi.

The Effect of the Performance Appraisal Process on the Transmission of Positive Ethical Messages to Employees, with Karen S. Cravens and Tracy Manly.

GRANTS

Washington and Lee Accounting Department Curriculum Grants under the PwC IFRS Ready Grant Program – primary author of a successful grant request funded in 2009 by PricewaterhouseCoopers.

EDITORIAL POSITIONS

Editorial Review Board of *Business Horizons* (2011 to present) – guest editor for upcoming issue

Ad Hoc Reviewer, *Advances in Accounting* (2011)

Ad Hoc Reviewer, *Journal of the Academy of Business Education* (2001 to 2010)

Ad Hoc Reviewer, *Issues in Accounting Education* (1995-1998)

Ad Hoc Reviewer, *Accounting Horizons* (1994)

American Accounting Association Annual Meeting papers, Ad Hoc Reviewer for the International Section (2000 and 2001) and the Financial Accounting and Reporting Section (2001 to present)

SERVICE TO WASHINGTON AND LEE UNIVERSITY

University-wide Committee Assignments

Elected Committee Assignments:

President's Advisory Committee (2005-2008, 2010-12)

Faculty Administrators Evaluation (2010 to 2013)

Student Affairs Committee (1993 to 1997)

Appointed Committee Assignments (selected):

Williams School Dean's Search Committee (2014-15)

Benefits Committee (2014 -)

Women's Leadership Summit Planning Committee(2011)

President's Committee on Women at Washington and Lee (chair, 2007 - 2008)

Executive Director of Human Resources Search (2007-2008)

Presidential Search Committee (2005-2006)

University Study of Incremental Salary Differences (chair, 2005-2006)

University Strategic Planning:

Strategic Directions Committee (central committee) (2003 to 2005)

Academic Planning Task Force (2004 to 2005)

Faculty Executive Committee (interim chair, 2001 to 2002)

Ad Hoc Committee on Faculty Evaluation (1999 to 2000)

Institutional Representative: The American Council on Education /Office of Women in Higher Education / The Virginia Network (2000 to 2001)

Coeducation Review Committee (1993 to 1994)

University Appeals Board (1996 to 1997)

Automatic Rule and Readmissions Committee (1998 to 2003)

Writing Program Advisory Committee (1998 to 2003)

Kemper Scholars Program (chair) (1998 to 2003)

Woodrow Wilson Coordinator (1998 to 2003)

Sexual Misconduct Review Committee (2001 to 2002)

SERVICE TO THE PROFESSION

Virginia Board of Accountancy

Ethics CPE Committee (2011 – 2016)

American Accounting Association

Committees:

- AAA Governance Committee (2011 -2013)
- AAA Governance Task Force (2010 - 2011)
- Membership Committee, Chair (2007-2009)
- Finance Committee (2004-2010)
- Education Committee (2002-2005)
- New Faculty Consortium (2000-2001 and 2001-2002)
- Membership Committee (1999-2000, 2007-2010)
- Ad Hoc Committee on the Future of Accounting Education (1997-1998)

APLG

- Vice-President for Leadership (2015 -)
- Program Committee (2014-17)
- Mid-Atlantic Region Meeting Liaison (2014)

Financial Accounting and Reporting Section

- Secretary/Treasurer (2001 to 2003)
- Midyear Meeting Education Sessions Coordinator (2004 and 2005)
- Syllabi Posting Initiative, head (2005)

Technical Working Group: Fraud and Forensic Accounting

- Member (2004-2005)