CURRICULUM VITA
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ACADEMIC EXPERIENCE

2001 to present: Texas A&M University
- Mays Business School:
  - Professor and KPMG Chair in Accounting, 2007 to present
  - Associate Dean for Graduate Programs, December 2021 to June 2026
  - Interim Head, Adam C. Sinn '00 Department of Finance, June 2023 to July 2024
  - Dean and Development Council Chair in Business and Professor of Accounting, 2001 to 2007, 2008 to 2014; received designation as "Dean Emeritus" in 2024
  - Professor and Leland/Weinke Chair in Accounting, 2001 to 2007
- Texas A&M University:
  - Executive Vice President and Chief Financial Officer, 2014 to 2021
  - Interim Executive Vice President and Provost, 2007 to 2008

1990 to 2001: University of Houston
- Interim Dean, 1999 to 2001
- Professor and Arthur Andersen & Co. Alumni Professor of Accounting & Taxation, 1997 to 2001
- Associate Dean for Academic and Research Programs, 1995 to 1999
- Associate Professor, 1990 to 1997

1985 to 1990: Louisiana State University
- Arthur Andersen & Co. Research Fellow, 1989 to 1990
- Assistant Professor, 1985 to 1990

1984 to 1985:
- Texas A&M University (Teaching Assistant and Lecturer)

Courses taught (past 5 years): Understanding and Analyzing Financial Statements (Full-Time MBA, Engineering EMBA, Flex Online MBA) (Fall 2022 to present), Principles of Financial Accounting (undergraduate Business Honors) (Fall 2004 to Fall 2021), Corporate Governance (Executive MBA) (Spring 2003 to present).

Other Courses taught include Principles of Financial Accounting (undergraduate, Executive MBA), Principles of Managerial Accounting (undergraduate), Intermediate Accounting I (undergraduate), Intermediate Accounting II (undergraduate), Auditing (undergraduate, masters, doctoral), Financial Accounting Research (doctoral), and Research Methodology (doctoral).

PROFESSIONAL EXPERIENCE AND CERTIFICATION

Completed Hudson Institute of Coaching Program, 2021
Staff Accountant (Faculty Resident), Arthur Andersen & Co, Houston, TX (June 1990 to August 1990)
Staff Accountant (Intern), Deloitte, Haskins & Sells, Houston, TX (January 1982 to May 1982)
Certified Public Accountant (Texas), 1985

EDUCATION

Ph.D., Texas A & M University, 1985 (Major Area: Accounting)
M.S., Texas A & M University, 1984 (Major Area: Accounting)
B.B.A, Texas A & M University, 1983 (Major Area: Accounting)

ADMINISTRATIVE ACHIEVEMENTS

Achievements occurring during any individual's tenure in an administrative appointment necessarily represent the collected efforts of a large number of individuals, academic units, and administrative units.

Associate Dean for Graduate Programs, Mays Business School (January 2022 to present)

Ongoing responsibilities include oversight over Mays Business School's graduate programs, which include five MBA programs (Full-time MBA, Professional MBA, Executive MBA, Engineering MBA, and Flex Online MBA); two college-wide masters programs (MS Business and MS Analytics); and, ten departmental masters programs (MS Accounting, MS Entrepreneurial Leadership, MS Finance, MS Financial Management, MS Human Resource Management, MS Management Information Systems, MS Marketing, MS Quantitative Finance, MS Real Estate, and MS Supply Chain). Combined, these programs have total enrollments of approximately 1,400 students. The graduate programs office overseeing these programs has 35 employees and an operating budget of over $24 million.

- Most recent program rankings (U.S./U.S. public) are as follows:
  - Full-Time MBA: *U.S. News & World Report* (T36/15); *Financial Times* (33/14); *Bloomberg* (41/17); *Poets & Quants* (38/15); Fortune (33/13)
  - Executive MBA: *Financial Times* (12/5*); Poets & Quants* (19/7); *Fortune* (9/4)
  - MS Analytics: *U.S. News & World Report* (3/1); *Fortune* (1/1)

- Initiated launch of two additional MBA programs: a Flex Online MBA program (beginning Fall 2024, enrollment of 192 students) and an MBA program targeted to recent Engineering graduates with significant internship experience (Bahr '91 Engineering MBA program, beginning Fall 2025, enrollment of 42 students). Notably, the first cohort of the Flex Online MBA program had a 98% graduation rate over the 18-month duration of the program.

- Extensively modified Full-Time MBA curriculum by (1) removing four core courses while incorporating relevant content in existing courses, (2) adding a for-credit career and professional development course in fall for internship preparation, (3) increasing flexibility for electives (from 20% of the curriculum to 45%), and (4) modifying program from an 18-month program to a more traditional two-year program.

- Separated existing Full-Time MBA advisory board into two groups (one focused on student engagement/mentoring and the other on student employment)

- Created "career-fair" style treks in Dallas, Houston, and Austin for Full-Time MBA students to prepare for the national career conference tours.

- Finalized development of joint MBA/MS Analytics program, which provides a STEM option for students and results in the receipt of these two degrees in a two-year period. In this process, modified implementation of the program to focus on highly qualified international candidates whose placement will enhance our FT MBA program rankings, rather than increasing the size of the international student population (as originally designed).

- Restructured Career Management Center services to more extensively utilize contracted coaches for specialty programs rather than full-time coaches.

- Increased engagement of Career Management Center with departmental MS program directors to ensure quality career management services are being provided and sufficient data on career outcomes are being gathered for internal monitoring and evaluation purposes.

- Career Management Center developed dedicated websites (MeetMaysMBAs and MeetMaysMasters) to allow prospective employers to identify job candidates and real-time internal dashboards to allow program directors to identify career status and career engagement of students in their programs.

- Developed data template for all MS and MBA programs to evaluate information on incoming student characteristics (academic qualifications, work experience, background, demographics) and program outcomes (career placements). These data are used in preparing an annual report distributed internally to faculty and staff.

Executive Vice President of Finance and Operations and Chief Financial Officer, Texas A&M University (September 2014 to June 2021)

Units within the Division of Finance and Operations included Budget and Planning, Building Access, Contract Administration, Department Accounting Services, Emergency Management, Environmental Health and Safety, Facilities and Dining Administration, Financial Management Operations, Logistics Services, Mapping and Space Information, Payroll, Procurement Services, Safety and Security, Student Business Services, Sustainability, Transportation Services, University Architect, University Police Department, and Utilities and Energy Services. (Human Resources and Organizational Effectiveness, Open Records, Presidential Conference Center, Technology Transfer, University Information Technology, and University Risk and Compliance have also been under the Division of Finance and Operations during my tenure). At the time of my departure, the Division had over 900 employees and a budget of $143 million.

As Executive Vice President and Chief Financial Officer, my ongoing responsibilities included:

- Oversight of $2.0 billion university budget;
- Development of financing plan construction, renovation, and maintenance of university facilities (currently over 800 buildings, 25 million gross square feet, $5 billion replacement value, and $1.2 billion of construction and renovation);

- Development of strategic plan, case statement, and supporting materials for university tuition and fee increases;
- Preparation and presentation of briefing materials and strategic budget requests during biennial legislative sessions;
- Evaluation, negotiation, and oversight of University contracts (athletics apparel, outsourced custodial/landscape/maintenance, dining, stadium concessions, stadium technology, multimedia rights, and university hotel/conference center);
- Oversight of outsourcing arrangements for landscape, maintenance, custodial (SSC Services for Education) and dining (Chartwells); and,
- Working with President and Executive Vice President and Provost to identify funding for strategic university priorities.

Other achievements:

- Served as member of various university leadership teams to execute strategies for university operations in response to COVID-19.
  - Developed policies and created process to provide student refunds for unused housing, dining, and parking services in Spring 2020.
  - Implemented significant facility enhancements (protective equipment, improved ventilation/filtration, enhanced cleaning services) to permit face-to-face instruction in Fall 2020.
  - Identified and renovated non-traditional space on campus to serve as temporary classroom space in Fall 2020 to increase extent of face-to-face instruction while observing appropriate social distancing.
  - Developed plan for deploying $37.4 million in CARES Act funding to provide emergency funding to students, increase student enrollment and retention, improve remote delivery of courses, and ensure a safe physical environment for faculty, staff, and students.
  - Coordinated university communication efforts to faculty, staff, and students regarding facility enhancements and safety measures implemented prior to return to face-to-face instruction in Fall 2020.
  - Developed contingency plans for operations for various scenarios of outbreaks of COVID-19 in Fall 2020.

- Completed merger and integration of professional staff within the Divisions of Finance and Administration, which had previously existed as two separate divisions organized under two Vice Presidents.

- Completed integration of Texas A&M University Health Science Center operations in various areas of service (financial operations, business services, facilities, utilities and energy services, security, environmental health and safety, emergency management, and building access).

- Implemented several shared services agreements with universities across the Texas A&M University System (accounts payable, travel management, vendor setup and maintenance, iPayment system, account reconciliations, payroll services, and payment card compliance).

- Developed a series of strategic priorities for the Division and created departmental metrics to assess unit performance. These metrics served as an integral component of the Division's annual reports (created under my tenure) to communicate value and demonstrate accountability to the University community.

- Developed Division-wide diversity plan to enhance the climate, diversity, and equity within the Division. This plan has five major principles: (1) broadening the pool of applicants and enhancing internal opportunities; (2) increasing education and awareness; (3) increasing accountability of members of the leadership team; (4) evaluating outcomes for equitable treatment; and, (5) creating staff affinity groups. As a central part of this plan, the leadership team within the Division of Finance & Operations completed the University's "Diversity and Inclusion in the Workplace" certificate program and has committed to ongoing continuing education standards related to diversity and workplace climate.

- Created an "Emerging Leaders Academy" targeted to high-potential, non-managerial employees within the Division. The Academy consists of: (1) 38 hours of instruction (both live and online) in diversity and inclusion, communication, leadership, ethics, conflict resolution, and stress management; (2) panels involving Texas A&M University leadership; and, (3) rotations to expose participants to the various units within the Division of Finance and Operations.

- Created Continuous Improvement Teams (involving both Division leadership and front-line staff) to provide recommendations for enhancing the on-boarding of new employees in the Division, professional and personal development for high potential employees within the Division, and the climate and diversity within the Division.

- Increased involvement of Division staff and operations in student learning experiences (through classroom instruction, class projects, mentoring, engagement with student organizations, internships, and professional employment opportunities) and faculty and graduate student research efforts.

- In partnership with Provost's office, developed new model for revenue sharing that provides colleges with incentives to increase student retention, SCH generated by online degree programs, and summer enrollments (in excess of normal fall and spring enrollments) and began implementing RCM models through requiring consideration and funding sources for increased operating costs resulting from new or expanded facility requests.
- Created (and serve as Chair) of the University's Sustainability Advisory Group, which involves administrators, faculty, staff, and students in developing a common vision and goals for campus sustainability efforts. Two outcomes of this effort were the receipt of "Gold" designation from AASHE for Texas A&M University's campus sustainability efforts and a refresh of our Campus Sustainability Master Plan.

- Involved in the financing, development, and operations of the following Texas A&M University/System real estate development projects:
  - 252 room on-campus hotel and conference center (total cost of $134 million).
  - 1,200 bed campus apartment complex (the initial Public-Private Partnership for on-campus construction at Texas A&M University) (total cost of $109 million).
  - 3,400 bed off-campus residential facility (total cost of $368 million)
  - Mixed-use off-campus development which includes 200,000 square feet of shopping, dining, and entertainment space; two hotels (300 rooms); an office building; and, a mid-rise apartment complex (total cost of $200 million).

- Developed and monitor compliance and performance for formal agreements with the four major fundraising entities affiliated with Texas A&M University (12th Man Foundation, Association of Former Students, Corps of Cadets Association, and Texas A&M Foundation).

Dean, Mays Business School, Texas A&M University (July 2001 to June 2007; August 2008 to September 2014)

Academic leader of college with enrollment of over 5,500 students in undergraduate, masters, MBA (Full-Time, Executive, and Professional), and doctoral programs. Upon my departure, Mays Business School had an operating budget of $55 million, an endowment of $106 million, 146 full-time faculty, 115 full-time staff, and enrollment of over 6,000 students (4,859 undergraduates, 1,072 masters, and 70 doctoral).

Fundraising and External Relations:

- Raised over $120 million in endowment commitments for Mays Business School, including support for faculty endowments (Eminent Scholar Chairs, Chairs, Professorships, and Fellowships), student scholarships and fellowships, a building addition, and excellence funds and outreach activities for Departments, Programs, and Centers of Excellence. In addition to these commitments, cash gifts for expenditure (non-endowment) purposes totaled $28 million.

- Restructured operations of the Center for Executive Development, increasing financial performance from revenues of $880,000 and a net loss of $22,000 in 2001 to revenues of $7.2 million and a net profit of $3.5 million in 2014. Key custom program clients added during this period include AT&T, Baker Hughes, BMC Software, CenterPoint Energy, Halliburton, Honeywell, Houston Methodist Hospital, and KBR.

- Developed visiting executive series (including "Breakfast Briefings" and "Leadership Lunches") to provide students with opportunities to interact with executives outside of the classroom. Mays hosts approximately 200 visiting executives each year.

- Participated as a member of numerous programs and panels with executives and directors from Administaff (now Insperity); Akin, Gump, Strauss, Hauer, & Feld; BMC Software; Buc-ees; Carriage Services; City of Houston (Mayor); Compass Bank; Continental Airlines (now United Airlines); DRG&E; El Paso Corporation (now Kinder Morgan); Ernst & Young, LLP; First American Bank; Frost Bank; Fulbright & Jaworski, LLP; Gallery Furniture; Greater Houston Partnership; Grey Wolf, Inc.; Gulf Publishing; Halliburton; Harris County, Texas; Hewlett-Packard; *Houston Business Journal; Houston Chronicle;* Kirby Corporation; KPMG, LLP; Main Street Capital Partners, LLC; Metals USA Inc.; Nabors Industries; Natco Group; Newfield Exploration; PricewaterhouseCoopers, LLP; Pride International; Quantana Services; Service Corporation, Inc.; Tanox; TEPPCO Partners, L.P.; U.S. Concrete; Waste Management, Inc.; and, Wells Fargo. A number of these programs have been referenced in the print and electronic media.

- Developed an overall communication and media strategy to raise the profile of Mays Business School in both the business and academic communities. Key outputs of this process are *Mays Business Online* (a monthly electronic publication), *Benefactor* (an annual donor recognition publication), *@Mays* (a semi-annual alumni publication), and *Business Research in Action* (a semi-annual publication that features important research conducted by Mays faculty).

- To complement Mays' traditional advisory board focused on fundraising, created a second advisory board of recent graduates from Mays Business School to accelerate their involvement with our school and facilitate curriculum development and mentoring relationships with current students.

- In partnership with Compass Bank (Houston), initiated the Business Leaders' Confidence Index, which compiles the opinions of over 700 business leaders throughout the state of Texas as to their expectations for both the Texas and national economies. As part of this effort, I participated in media events in Houston, Austin, Dallas, and San Antonio. The results of this endeavor have been featured in various electronic and print media (Compass Bank has since discontinued this program in Texas).

Internal Resource Generation:

- Through a differential tuition for undergraduate programs (the first of its type at Texas A&M University) and targeted programs fees for the Full-Time MBA and masters programs, generated an addition $9.5 million in funds used to support the hiring of additional faculty and staff and enhanced program opportunities for students. As one measure of the impact of these funds, in the first year of the implementation of undergraduate differential tuition, Mays offered 93 additional sections of coursework (an increase of 35 percent) and reduced section sizes in our upper division courses from 38 per section to 31 per section.

- Developed a faculty recruitment plan that resulted in an allocation of $3.4 million dollars of permanent base funding from Texas A&M University for faculty recruitment at Mays Business School from 2003-2007.

Curricular and Other:

- Enhanced the stature and standing of the Mays Full-Time MBA program; rankings of the program reached the following all-time high levels during my tenure as Dean (2001 was the year of my arrival at Mays):
  - *U.S. News & World Report* (Tie 23 U.S. / Tie 7 U.S. public) (ranked 49 / 23 in 2002)
  - *Bloomberg Businessweek* (26 U.S. / 10 U.S. public) (ranked 3rd tier [below 50] in 2002)
  - *Financial Times* (22 U.S. / 6 U.S. public) (ranked 54 / 26 in 2002)

  In addition to these holistic program rankings, since 2004, the Mays MBA program has consistently received high rankings for its placement results and various measures of value/return on investment.

- Enhanced the stature and standing of Mays undergraduate programs; rankings of the program reached the following all-time high levels during my tenure as Dean (2001 was the year of my arrival at Mays):
  - *U.S. News & World Report* (Tie 24 U.S. / Tie 14 U.S. public) (ranked 32 / 20 in 2002)
  - *Bloomberg Businessweek* (29 U.S. / 9 U.S. public) (ranked 50 / 19 in 2007 [year of initial ranking])

  Upon my departure from the Deanship, Mays was one of only 14 institutions with both Full-Time MBA programs and undergraduate programs ranked in the top 30 by *Bloomberg BusinessWeek* and *U.S. News & World Report.* Of these, seven are public institutions (the other public institutions are University of California, Berkeley; Indiana University; University of Michigan; University of North Carolina; University of Texas at Austin; and University of Virginia).

- Developed a major in Business Honors which enrolls approximately 80 high-achieving freshmen per year; the most recent class had an average SAT (two-part) of 1423. The Business Honors major includes a rich classroom learning environment with dedicated honors coursework along with significant outside of class professional development activities.

- Developed a one-year Master of Business degree targeted to non-business undergraduates as an alternative to an MBA degree requiring work experience. The initial class (which was launched following my departure as Dean) enrolled 52 students from 24 different majors across Texas A&M University.

- Expanded freshman peer-mentoring program from 25 students to over 900 students, through a combination of externally-generated funds and an incremental differential tuition. This program significantly contributes to Mays having the highest freshman-to-sophomore retention and four-year graduation rates at Texas A&M University.

- Relocated Executive MBA program from The Woodlands, TX to Houston, TX and launched a Professional MBA program, targeting working professionals with 2 - 10 years of work experience. The Executive MBA program continues to enroll a cohort of highly experienced professionals, with average work experience in excess of 15 years. The incremental revenues related to this relocation and launch of the Professional MBA program were $3.6 million in the initial year of the program.

- Created a post-doctoral research program to provide selected Mays Ph.D. students with an additional year of funding at an increased stipend level, with the primary purpose of developing their research portfolio with their faculty mentor(s), enhance the likelihood of improved placements, and increase the likelihood of success in their initial academic appointment.

- Created a series of non-tenure track ranks for faculty (clinical and executive) along with guidelines to allow for promotions within those ranks.

- Created Research and Teaching Councils comprised of Mays Business School faculty to enhance the research and teaching environments at Mays Business Schools as well as to devise means to proactively encourage and reward research and teaching excellence.

- Created a Dean's Distinguished Lecture series, with the goal of bringing a highly-prominent scholar to Mays Business School to provide a school-wide lecture and interact with faculty and doctoral students. During my tenure, Mays has hosted C.K. Prahalad (University of Michigan), Philip Kotler (Northwestern University), Katherine Schipper (Duke University), Vijay Govindarajan (Dartmouth College), Kathleen Eisenhardt (Stanford University), and Andrew Lo (MIT) in this series.

- Significantly enhanced outreach efforts for Center for New Ventures and Entrepreneurship:
  - Partnered with other Colleges and entities at Texas A&M University (Engineering, Architecture, and Vice-President for Research) to develop Startup Aggieland Business Accelerator.
  - Developed various programs related to entrepreneurship, including Aggies in Business, the "Aggie 100" award and event (which recognizes the fastest growing enterprises owned or managed by Texas A&M alumni), the MBA Venture Challenge, the Raymond Ideas Challenge, and Startup 101 seminars.
  - Participated in the "Entrepreneurship Bootcamp for Veterans with Disabilities" program, in which Mays hosts approximately 25 veterans each year. (Mays is one of 8 business schools that participates in this program).

- Oversaw successful maintenance of accreditation efforts by AACSB-International in 2003, 2007, and 2012.

Interim Executive Vice President and Provost, Texas A&M University (June 2007 to August 2008)

- Based on a response document prepared by the University's Education Environment Council, engaged various constituent groups in discussing Texas A&M University's current standing with respect to the imperatives of Vision 2020 (Texas A&M University's strategic plan) as well as the most urgent and appropriate next action items. This status report and evaluation was the first step in the subsequent preparation of an Academic Master Plan, which was formally initiated by my successor.

- Identified the extent to which Colleges and Schools have implemented recommendations of the Task Force for Enhancing the Undergraduate Experience. After analyzing progress to date, tasked the Dean of Undergraduate Studies to work with undergraduate Deans of the academic units to develop a timetable (along with the necessary resource requirements) for full implementation of these recommendations across all of Texas A&M University's academic units.

- Along with the Vice President for Research Office, coordinated the University response and various activities related to the lab incidents and interactions with Centers for Disease Control (CDC). Some of these activities included assisting with the preparations for the site visit, engaging a biosafety expert as well as a Sarbanes-Oxley expert on a consultative basis to provide recommendations for developing "best practices" controls and documentation practices, and overseeing the preparation of the University's response to the CDC's report as well as the preparation of the University's laboratory registration.

- In response to a Task Force that evaluated the centralization of research administration at the System level, engaged faculty leadership from three important constituencies (Faculty Senate, Council of Principal Investigators, and Distinguished Professors) to inform them of progress on this initiative as well as identify an appropriate vehicle to allow their input to be provided to the Task Force. This group continued to meet bi-weekly to discuss important campus issues and provide an opportunity for dialogue with the Provost's office on a number of important issues.

- Worked with the Division of Finance, interim President of Texas A&M University, and System officials in securing additional funding for the completion of ongoing construction projects (most notably, the Mitchell Physics Building) as well as ensuring alignment of System-wide projects (Texas Institute for Preclinical Studies and Texas Institute for Genomics Medicine) with Texas A&M University's academic priorities.

- Worked with the Dean of Undergraduate Studies to create a series of Freshman Seminars for incoming freshman students. These seminars (a total of 28 in the first year of the program) were limited to 12 students taught by tenure-track faculty and designed to provide a "small school" learning environment to students on a large campus.

Interim Dean, C.T. Bauer College of Business, University of Houston (September 1999 to July 2001)

- Solicited and received $40 million gift from Charles T. Bauer, co-founder and Chairman of AIM Management Group to rename the College of Business to the C.T. Bauer College of Business.

- Solicited and received cash commitments of $1.2 million from AIM Management Group and its key executives for the creation of the AIM Center for Investment Management. In addition, $1.6 million of commitments of in-kind products and services were secured from Cisco Systems, Daktronics, Gensler Architects, IBM, NASDAQ, and Reuters, among others. The AIM Center for Investment Management features an interdisciplinary curriculum targeted toward the financial services industry along with a student-run mutual fund accountable to actual investors. In 2003, the AIM Management Center classroom was recognized as a "top 11" classroom in the United States by *American College and University*.

- Co-developed a program (the "FastTech 50") to recognized the fifty fastest growing technology-oriented organizations in the Harris County, Texas area. Along with the Bauer College of Business, other co-founding organizers include the *Houston Business Journal*; Frost Bank; Pannell Kerr Forster, CPAs; Fulbright & Jaworski; and the Houston Technology Center.

- Organized and focused the existing MBA program to serve Houston's working professionals. In so doing, scheduling of MBA courses was limited to evenings, with on-line and weekend offerings expanded to accommodate working professionals.

- Offered a four-course certificate in e-Business that allows non-current students to receive degree-eligible credit. Twenty-six persons with significant e-Business responsibilities in their current workplace were enrolled in the initial class of this program.

Associate Dean for Academic and Research Programs, College of Business Administration, University of Houston (1995 to 1999)

- Responsible for all College of Business degree programs (undergraduate, masters, and doctoral) as well as faculty research and development programs.

- Supervised re-accreditation process during 1996-1997 by AACSB – International.

- Initiated the development of an Executive MBA program offered off-site in The Woodlands, Texas. This particular program targeted working professionals with approximately five years of professional experience whose undergraduate degree was in business or a business-related discipline.

- Assisted in the creation and development of the Elizabeth D. Rockwell Career Services Center.

- Developed internal faculty workload policies to provide course releases and scheduling flexibility to enhance faculty research productivity. Under these policies, faculty could receive "workload credits" in lieu of research stipends and shift teaching responsibilities across semesters to provide larger blocks of uninterrupted time for research.

- Developed incentive programs to encourage on-line course delivery for MBA core courses and interdisciplinary course offerings for MBA electives. Upon my departure from the Bauer College of Business, at least one section of 80 percent of the College's MBA core courses were offered in an on-line format.

RESEARCH AND PUBLICATIONS

Recognition for body of research:

Identified by Hasselback et al. (***Advances in Accounting***, 2003, pp. 95-125) as one of the top authors in 40 leading accounting journals based on my year of graduation. I was ranked 1st (total articles), 1st (co-author adjusted articles), and 2nd (co-author adjusted articles adjusted for journal quality rankings) out of 171 doctoral students receiving their degrees in 1985.

Identified by Heck (2009, http://ssrn.com/abstract=1344072) as 110th among all accounting faculty for publications in 25 core accounting journals from 1959 to 2008 (regardless of year of graduation) (the study identified 10,542 faculty who had published at least one article in these journals; clearly, this is a small subset of the population of accounting faculty during this time period).

Academic Publications:

"Do Adverse Opinions on Internal Control Over Financial Reporting Lead to Changes in Reporting Format?," ***Accounting Horizons*** (September 2024), pp. 125-134.

"The Pathways Commission on Accounting Higher Education: Charting a National Strategy for the Next Generation of Accountants," ***Issues in Accounting Education*** (August 2012), pp. 595-600 (with B.K. Behn, W.F. Ezzell, L.A. Murphy, J.D. Rayburn, and M.T. Stith, Invited).

"A Comparison of Auditor and non-Auditor Performance Evaluations: Are Accountants Harsh Critics," ***Managerial Auditing Journal*** (No. 1, 2009), pp. 22-38 (with S. Buchheit and W.R. Pasewark).

"Evidence from Auditors About the Causes of Inaccurate Budgets: Do clients Cause Budget Overruns?," ***Advances in Accounting*** (2006), pp. 45-66 (with S. Buchheit and W.R. Pasewark).

"No Need to Compromise: Evidence of Public Accounting's Changing Culture Regarding Budgetary Performance," ***Journal of Business Ethics*** (January 2003), pp. 151-163 (with S. Buchheit and W.R. Pasewark).

"Characteristics Influencing Perceptions of Accounting Pronouncement Quality," ***Accounting Horizons*** (June 2002), pp. 137-152 (with D.L. Collins and W.R. Pasewark).

"Multiple Dimensions of Organizational Commitment: Implications for Future Accounting Research," ***Behavioral Research in Accounting*** (2001), pp. 221-252 (with A.A. Ketchand).

"The Impact of Investigation Results and Relative Budget Importance on Underreporting Behavior in an Audit Setting," ***Research on Accounting Ethics*** (2000), pp. 19-44 (with T.J. Louwers).

"The Impact of Ambiguity and Risk Factors on Auditors' Time Budget Estimates," ***Behavioral Research in Accounting*** (2000), pp. 119-138 (with K. Guess and T.J. Louwers).

"A Multidimensional Analysis of Tax Practitioners' Ethical Judgments," ***Journal of Business Ethics*** (2000), pp. 223-244 (with C.A. Cruz and W.E. Shafer).

"An Empirical Investigation of the Effect of Audit Firm Type on Bank Regulators' Closure Decisions," ***Auditing: A Journal of Practice & Theory*** (Fall 1999), pp. 143-158 (with R. Morris).

"The Timing of Post-Retirement Health Care Accounting Disclosures," ***Journal of Accounting and Business Research*** (1999), pp. 37-59 (with T.R. Noland and W.R. Pasewark).

"Inter-Firm Differences in Client Disclosures: The Case of SFAS 106 and the Obligation for Postretirement Benefits," ***Advances in Accounting*** (1998), pp. 195-219 (with T.R. Noland and W.R. Pasewark).

"An Investigation of the Accuracy of Pre-Implementation Estimates Required by SAB 74," ***Journal of Accounting and Public Policy*** (Autumn 1998), pp. 227-244 (with T.R. Noland and W.R. Pasewark).

"Knowledge Acquisition and the Development of Decision Rules: Studying and Evaluating Internal Control Structure," ***Studies in Managerial and Financial Accounting*** (1998), pp. 71-86 (with P.H. Siegel and A. deKorvin).

"The Existence of Multiple Measures of Organizational Commitment and Experience-Related Differences in a Public Accounting Setting," ***Behavioral Research in Accounting*** (1998), pp. 109-137 (with A.A. Ketchand).

"The Effect of Internal Auditing Education on Perceptions of Alternative Accounting Careers," ***Accounting Education: A Journal of Theory, Practice, and Research*** (No. 2, 1997), pp. 135-149 (with S.Y. Chang).

"The Determinants and Outcomes Associated with Job Insecurity in a Professional Accounting Environment," ***Behavioral Research in Accounting*** (1996), pp. 91-113 (with W.R. Pasewark).

"Using Fuzzy Set Theory in the Qualitative Assessments of Audit Risk Model Components," ***Studies in Managerial and Financial Accounting*** (1995), pp. 269-284 (with T. Louwers).

"Reducing the Incidence of Fraudulent Financial Reporting: Evaluating the Treadway Commission Recommendations and Potential Legislation," ***Research in Accounting Regulation*** (1995), pp. 83-104 (with J. O'Shaughnessy and P.H. Siegel).

"An Empirical Investigation of Antecedents and Consequences of Job Insecurity on the Turnover Intentions of Academic Accountants," ***Issues in Accounting Education*** (Spring 1995), pp. 65-82 (with E.C. Ameen, C. Jackson, and W.R. Pasewark).

"An Application of Control Systems to Cost Variance Analysis," ***Managerial Finance*** (No. 3, 1995), pp. 17-35 (with A. deKorvin and P.H. Siegel).

"Investigating the Use of Analytical Procedures: An Update and Extension," ***Auditing: A Journal of Practice & Theory*** (Fall 1994), pp. 69-76 (with E.C. Ameen).

"An Investigation of the Effect of Accountant Involvement with Forecasts on the Decisions and Perceptions of Commercial Lenders," ***Journal of Accounting, Auditing and Finance*** (Summer 1994), pp. 533-559.

"Subordinate Participation in Managerial Decisions: A Comparison of the Decisions Influenced by the Organization to Decisions Conforming with the Vroom-Jago Model," ***Decision Sciences*** (March/April 1994), pp. 281-299 (with W.R. Pasewark).

"An Empirical Examination of the Relationship Between Leader Behaviors and Leadership Effectiveness in an Audit Setting" ***Advances in Accounting*** (1994), pp. 143-166 (with W.R. Pasewark and J.E. Wilkerson).

"The Effect of SFAS 87 on Corporate Funding of Defined Benefit Pension Plans," ***Journal of Business Finance and Accounting*** (November 1993), pp. 815-834 (with R.M. Harper).

"The Effects of Senior Internal Auditor Behaviour on Staff Performance and Satisfaction," ***Accounting and Business Research*** (Spring 1993), pp. 110-122 (with B. Apostolou and W.R. Pasewark).

"An Investigation of Auditor Judgments of the Effect of Preliminary Analytical Procedures on the Extent of Substantive Testing," ***Accounting and Finance*** (November 1992), pp. 91-108 (with W.R. Pasewark).

"An Empirical Investigation of the Effect of Negotiation Strategy and Risk-Taking Behavior on Transfer Pricing Outcomes," ***Advances in Management Accounting*** (1992), pp. 151-178 (with C.D. Poe and R.E. Viator).

"The Role of Accountant Reports in Users' Decision-Making Processes: A Review of Empirical Research," ***Journal of Accounting Literature*** (Vol. 10, 1991), pp. 181-208.

"The Effect of Recognition Versus Disclosure of Unfunded Postretirement Benefits on Lenders' Perceptions of Debt," ***Accounting Horizons*** (September 1991), pp. 50-56 (with R.M. Harper and W.G. Mister).

"An Empirical Examination of the Effect of Risk Model Components on Audit Risk," ***Auditing: A Journal of Practice & Theory*** (Spring 1991), pp. 126-135.

"Establishing Investigation Thresholds for Preliminary Analytical Procedures," ***Auditing: A Journal of Practice and Theory*** (Fall 1990), pp. 115-133 (with R.M. Harper and K. Tang).

"Human Information Processing Methodology and Audit Risk Judgments," ***Accounting and Business Research*** (Winter 1990), pp. 67-76.

"The Impact of Financial Statement Effects on the Adoption of Accounting Pronouncements: The Case of SFAS 87," ***Advances in Accounting*** (Volume 8, 1990), pp. 37-60 (with D.L. Senteney).

"Does Graduate Education Improve Success in Public Accounting," ***Accounting Horizons*** (March 1990), pp. 69-76 (with R.M. Alford and R.H. Strawser).

"Reliance on Internal Audit Departments," ***Managerial Auditing Journal*** (Volume 5, No. 3, 1990), pp. 3-9 (with B. Apostolou and R.M. Harper).

"An Investigation of the Association Between Financial Statement Effects and Management's Early Adoption of SFAS 87," ***Review of Business and Economic Research*** (now ***Review of Financial Economics***) (Spring 1990), pp. 12-22 (with D.L. Senteney).

"An Empirical Examination of the Effect of Audit Education on Perceptions of the Duties of the Independent Auditor," ***The Accounting Educators' Journal*** (Winter 1989/90), pp. 1-14 (with M.L. Shelton).

"Factors Affecting Materiality Judgments: A Comparison of 'Big Eight' Accounting Firms' Materiality Views with the Results of Empirical Research," ***Advances in Accounting*** (Volume 7: 1989), pp. 187-201 (with A.H. Friedberg and J. Cassidy).

"An Empirical Examination of the Effect of Previous Internship Experience on Interviewing Success," ***Journal of Accounting Education*** (Spring 1989), pp. 25-39 (with W.R. Pasewark and J.E. Wilkerson).

"Empirical Evidence on the Association Between Characteristics of Graduating Accounting Students and Recruiting Decisions of Accounting Employers," ***Issues in Accounting Education*** (Fall 1988), pp. 388-401, (with W.R. Pasewark and J.E. Wilkerson).

"The Use of an All-Objective CPA Examination in the Certification and Licensure of Accountants," ***The Accounting Educators' Journal*** (Fall 1988), pp. 119-125.

"The Impact of New Pension Disclosure Rules on Perceptions of Debt," ***Journal of Accounting Research*** (Autumn 1987), pp. 327-330 (with R.M. Harper and W.G. Mister).

"Reporting Discontinued Segments in a Cash Basis Statement of Changes in Financial Position," ***Accounting Horizons*** (September 1987), pp. 79-84 (with D.B. Vicknair).

Professional Publications:

"Examining Alternative Methods of Accounting for Income Taxes: The Effects of the Liability Approach on Companies in the Oil and Gas Industry," ***Oil & Gas Tax Quarterly*** (March 1995), pp. 525-552 (with T.R. Noland).

"The Importance of Senior Internal Auditor Leadership," ***Internal Auditing*** (Winter 1992), pp. 11-18 (with B. Apostolou and W.R. Pasewark).

"The Effect of SFAS 87 on Corporate Funding of Defined-Benefit Pension Plans of Oil and Gas Companies," ***Oil & Gas Tax Quarterly*** (September 1991), pp. 109-127 (with E.C. Ameen).

"The Role of Internal Auditor Communication with Corporate Audit Committees," ***Internal Auditing*** (Fall 1990), pp. 35-42 (with B. Apostolou).

"What Lenders Think of Accountant Involvement with Forecast Financial Information," ***Journal of Bank Accounting and Auditing*** (Fall 1990), pp. 36-41 (with M.C. Porter).

"Great Expectations: Are We Closing the GAAP?," ***Today's CPA*** (November/December 1990), pp. 32-34 (with M.L. Shelton).

"Pension Disclosures and Internal Auditors' Perceptions of Debt," ***Internal Auditing*** (Winter 1990), pp. 34-39 (with R.M. Harper, W.G. Mister, and G. E. Sumners).

"Modified Pension Disclosure Rules: What Effect on Your Commercial Loan Officers' Perceptions of Debt?," ***Journal of Bank Accounting and Auditing*** (Spring 1990), pp. 26-29 (with R.M. Harper and W.G. Mister).

"The Tax Reform Act of 1986 and Tax-Exempt Financing: Analysis and Speculation," ***The Government Accountants' Journal*** (Winter 1989), pp. 43-51 (with M.J.R. Hoffman and W.G. Mister).

"EDP Auditing Standards: A Challenge," ***The Accounting Systems Journal*** (Fall 1989), pp. 40-47 (with A.H. Friedberg and R.M. Harper).

"The Survival of EDP Auditing as a Profession," ***The Accounting Systems Journal*** (Fall 1989), pp. 147-149 (with A.H. Friedberg and R.M. Harper).

"Impact of New Pension Accounting Standards on Financial Statements of Oil and Gas Companies," ***Oil & Gas Tax Quarterly*** (March 1989), pp. 557-573 (with G.M. Agacer and D.L. Senteney).

"The Possible Impact of SAS 60 on the Entity's Internal Audit Function," ***Internal Auditing*** (Spring 1989), pp. 33-39 (with D. L. Senteney).

"Components of Audit Risk: Perceptions of Practicing CPA's," ***The Ohio CPA Journal*** (Summer 1988), pp. 25-49.
"Two Different Perspectives of the Internal-External Auditor Relationship," ***Internal Auditing*** (Summer 1988), pp. 4-11.
"A Management Guide to Prospective Financial Statements," ***Corporate Accounting*** (Spring 1988), pp. 52-57 (with D.R. Okopny).
"New U.S. Auditing Standards -- Part I," ***Institute of Chartered Accountants Journal*** (October 1988), pp. 37-40, 67 (with M.C. Porter).
"New U.S. Auditing Standards -- Part II," ***Institute of Chartered Accountants Journal*** (November 1988), pp. 32-34, 80. (with M.C. Porter).
"Prospective Financial Statements: An Expanded Role for the Internal Auditor," ***Internal Auditing*** (Fall 1987), pp. 18-24 (with D.R. Okopny).
"Priority of Individual Tax Credits," ***National Public Accountant*** (March 1987), pp. 19-28 (with D. Babin and A.P. Curatola).
"Improving the Internal Controls in Educational Institutions," ***School Business Affairs*** (October 1986), pp. 42-46 (with N.G. Apostolou and D.B. Vicknair).
"Income Taxes and Financial Reporting: The Basic Issues", ***Oil & Gas Tax Quarterly*** (March 1985), pp. 536-553 (with J.A. Strawser and R.H. Strawser).

CONFERENCE PRESENTATIONS AND OTHER SCHOLARLY ACTIVITY

Presented over 20 scholarly papers at the American Accounting Association's annual meeting and numerous papers at other academic conferences.
Participated on panels or presented at academic and professional conferences hosted by AACSB-International, Centerpoint Energy, Decision Sciences Institute, Engineering and Construction Contracting Association, Ernst & Young/American Accounting Association, Federation of Schools of Accountancy, and Governor's [Texas] Summit on Economic Development and Tourism.
Co-author of ***Auditing & Assurance Services*** (First through Seventh Editions, 2004 through 2018: McGraw-Hill Education) (with T.L. Louwers, R. Ramsay, D. Sinason, and J. Thibodeau). Supplements include Solution Manual, Instructor's Resource Manual, Test Bank, and Study Guide. This textbook was named "First Edition of the Year" by McGraw-Hill Irwin in 2006.
Co-author of ***Auditing Theory and Practice*** (Fourth through Ninth Editions, 1985 through 2001: Dame/Thomson Learning) (with R.H. Strawser). Supplements include Solution Manual, Instructor's Resource Manual, Test Bank, and Study Guide.
Co-author of ***Managerial Accounting*** (Fifth through Tenth Editions, 1990 through 2000: Dame/Thomson Learning) (with R.M. Copeland, P.E. Dascher, and R.H. Strawser). Supplements include Solution Manual, Study Guide, and Student Solution Manual.
"Looking out for the Students, the Faculty, and Everyone Else," published in ***Business School Leadership Strategies*** (Aspatore, Inc.), 2007.
"Financing Infrastructure" published in ***Handbook of Governmental Accounting and Finance***, New York: John Wiley & Sons (1987) (with W.G. Mister and M.J.R. Hoffman), pp. 103-126.
Co-researcher of ***Accountability in Public Education: An Assessment of the Private Sector's Perspective***. This research project received funding of $91,125 from the Texas Educational Economic Policy Center (with J.S. Phillips, D.A. Adams, and R.T. Keller) (Contract IAC 92-93 1203).

REVIEWS AND EDITORIAL WORK

Editorial Boards: ***The Internal Auditor*** (1993 to present), ***Issues in Accounting Education*** (1998 to 2006), ***Advances in Accounting*** (1991 to 2000), ***Advances in Accounting Behavioral Research*** (1997 to 1999), ***Journal of Business Research*** (1994 to 1995).

Ad hoc Reviewing (Journals): ***Abacus, The Accounting Educator's Journal***, ***Accounting Horizons***, ***The Accounting Review***, ***Auditing: A Journal of Practice & Theory***, ***Contemporary Accounting Research***, ***The Government Accountant's Journal***, ***Issues in Accounting Education***, ***Research in Accounting Regulation***.

Ad hoc Reviewing (Conferences): American Accounting Association National Meeting, American Accounting Association Auditing Section Meeting, American Accounting Association Accounting Behavior and Organizations Meeting, SWFAD.

Ad hoc Reviewing (Other): Hong Kong Research Grants Council, Fourth edition of ***Intermediate Accounting*** by Nickolai and Bazley.

PROFESSIONAL DEVELOPMENT AND SEMINARS INSTRUCTED

Halliburton, "Corporate Governance" (2005 to 2019); "Financial Leadership for Non-Financial Managers (2008 to 2017); "Evaluation of Business Opportunities" (2009 to 2017). Programs have been instructed in Azerbaijan, Canada, Dubai, Egypt, Kuala Lumpur, Mexico, Nigeria, Oman, Russia, Saudi Arabia, Singapore, and United Kingdom.

AT&T, "Financial Leadership" (2010 to 2014).

CenterPoint Energy, "Financial Analysis" (2007).

KBR, "Corporate Governance" (2007 to 2009); "Financial Leadership for Non-Financial Managers" (2007 to 2009).

KPMG and Fulbright & Jaworski, "Audit Committee Effectiveness – Post SOX: Looking Back, Thinking Ahead" and "Exploring the Audit Committee's Role in IT Governance" (2007); "Oversight of Risk Management: Considering the Audit Committee's Role and Responsibilities" and "How it all Fits Together: Audit Committee Communications and Coordination with the Board and Other Committees" (2006); "Enhancing Oversight of Internal Control Over Financial Reporting: Understanding Challenges, Exploring Value" and "Accounting, Judgments, Estimates, and Restatements: Implications for Audit Committee Oversight" (2005); "Exploring Expectations of Audit Committee Effectiveness" and "Audit Committee Insights" (2004), "Income Tax Reporting" and "Building an Effective Framework for Audit Committee Oversight" (2003), "Corporate Governance in a post-Enron World" and "Provisions of Sarbanes-Oxley" (2002), "Information Security" and "Audit Committee Obligations in Class Action Suits" (2001), "Earnings Management" (2000), "Blue Ribbon Committee on Audit Independence Issues" (1999).

PricewaterhouseCoopers, "ABAS/Assurance Start" (2004 to 2007), "Analytical Procedures" (2003), "Quality Lens Audit Partner Program" (2002), "Team Manager 1 & Team Manager 2" (2001 to 2003), "Analyze This" (2000 to 2001), "Take Charge" (1997), "Working Capital Management" (1996), "Analytical Procedures" (1996), "Control-IT!" (1995).

BP Amoco (now bp), "Accounting and Finance for Non-Financial Managers" (1990 to 1991).

Chinese National Petroleum Company, "Auditing" (1992, 1997).

Conoco, Inc., "Financial Analysis and Disclosures" (2001).

Continental Airlines (now United Airlines), "Financial Analysis for the Non-Financial Manager (1999 to 2000).

Dugan, Ilgen, and Griffin, CPAs, "Financial Accounting and Auditing Update (1993), "Small Business and Government Audits" (1992).

McDermott International, "Financial Analysis" (1997 to 1999).

Shell, "Auditing and Controllership" (1994), "Financial Accounting Basics" (1994).

Southwest Bank of Texas (now Amegy Bank), "Financial Statement Analysis" (1998 to 1999).

Southwest Seminars, "Limited Assurance Engagements" (1995), "Current FASB Developments" (1995), "Financial Accounting and Auditing Update" (1991 to 1994), "Accounting and Cost Controls for Small Business" (1994).

Texas Society of Certified Public Accountants, "Accounting Update" (1990, 1995).
Wells Fargo, "Accounting: Where we Went Wrong and How We'll Fix It" (2003).
University of Houston Center for Executive Development, various public programs including "Manufacturing and Cost Control," "Financial Management," "Managerial Accounting," "Implementing Statement on Auditing Standards No. 55: Studying Internal Controls," "Preparing for Quality Reviews," "Financial Accounting Standards Board Update," "Accounting for Income Taxes," "Accounting for Postretirement Benefits," "Statements on Auditing Standards Update," "Using Statistical Analytical Procedures" (1990 to 1998).

SELECTED SERVICE ACTIVITIES

Texas A&M University:

Committee Chair: Texas A&M Hotel and Conference Center Advisory Committee (2020 to 2021, co-chair), Sustainability Advisory Group (2016 to 2021), Council on Built Environment (2014 to 2021, co-chair), Parking Task Force (2019), Enrollment Growth Task Force (2017 to 2018, co-chair), Thursday Football Game Task Force (2018 and 2019), Discretionary Funding Working Group (2014 to 2015), Engagement Roadmap Committee for Academic Master Plan (2008 to 2009, co-chair), University Tuition Policy Advisory Committee (2008, co-chair), University Finance Council (2002 to 2008), University Task Force for Undergraduate Education (2005 to 2006).
Committee Memberships: Hagler Institute for Advanced Studies Advisory Board (2015 to present), Texas A&M System Facilities and Dining RFP Evaluation (2023), Student Title IX Sanctioning Task Force (2018), Faculty and Staff Title IX Sanctioning Task Force (2018), University Council on Strategic Budgeting (2012 to 2014), University Budget Reallocation Working Group (2010), University Task Force on Enlightened and Shared Governance (2009 to 2010), University Development Strategy Group (2003 to 2007), University Task Force on Marketing (2003 to 2004), University Admissions Advisory Committee (2001 to 2007), University Technology Infrastructure Committee (2001 to 2007), Corps of Cadets Leadership Excellence Council (2002 to 2007).
Search Committee Chair: Senior Vice President and Chief Marketing and Communications Officer (2015 to 2016), Dean of Texas A&M School of Law (2014), Vice President for Administration (2010), Vice President and Chief Financial Officer (2003).
Search Committee Memberships: Associate Vice Provost for Enrollment Management (2004 to 2005).
Board of Advisors, Technology Commercialization Center (2005 to 2007).

University of Houston:

University:
Committee Chair: College of Humanities, Fine Arts, and Communication Distinguished Teaching Committee (1999), Graduate and Professional Studies Council (1998), Athletics Advisory Committee (1996 to 1997), NCAA Self-Study for Certification of Athletics (1996).
Committee Memberships: Honorary Degree Committee (2000 to 2001), Course Availability Task Force (1999), Athletics Advisory Committee (1993 to 1998), University Faculty Governance Task Force (1998), Undergraduate Core Curriculum Task Force (1997 to 1998), Shell Interdisciplinary Research Proposal Evaluation Committee (1996 to 1998), Writing Proficiency Task Force (1997), University Fee Committee (1996 to 1997), Teaching Advisory Committee (1996 to 1997), SACS Self-Study Committee (1995 to 1996), Faculty Senate (1994 to 1995).
Search Committee Memberships: Dean of Graduate Studies (1998 to 1999), Vice President for Research (1995).
Member, Faculty Senate (1994 to 1995).

Faculty Senate Task Force (1995): I served as member of a two-person task force that investigated the economic feasibility of maintaining a separate University and System infrastructure. Our task force recommended consolidation of the University of Houston (Main Campus) and University of Houston System, along with consolidation of the roles of Chancellor and President. This recommendation was ultimately accepted and implemented by the University of Houston System Board of Regents.

College:

Committee Chair: Undergraduate Curriculum Task Force (1998 to 1999), Distinguished Professorship Committee (1996 to 1999)

Committee Memberships: Information Technology Strategic Planning Committee (1998 to 1999), Ad hoc MBA Organization Task Force (1996), CBA Mentor Program (1995 to 1997), Teaching Effectiveness Committee (1995 to 1996), Ph.D. Curriculum Committee (1995), Graduate Admissions Committee (1992 to 1995), Masters Curriculum Committee (1990 to 1995), Strategic Planning Committee (1992 to 1993), College Ad Hoc Curriculum Task Force (1992)

Search Committee Chair: C.W. and Dorothy Anne Conn Chair in Entrepreneurship (1996 to 1997)

Search Committee Memberships: College of Business Dean (1997 to 1999), Director of Small Business Development Center (1998)

Departmental:

Committee Chair: Ph.D. Admissions Committee (1995), Ph.D. Operations Committee (1995), Course Curriculum Committee (1991 to 1993)

Committee Memberships: Recruiting Committee (1996 to 1999), Masters Curriculum Committee (1995 to 1999), Ph.D. Operations Committee (1995 to 1997), Promotion and Tenure Committee (1992 to 1995), Doctoral Programs Committee (1992 to 1994), Doctoral Exams Committee (1991 to 1994), Accounting Colloquia Committee (1990)

Search Committee Membership: Arthur Andersen Professor (1992 to 1993)

Director, Ph.D. Program (1995)

Director, Institute of Internal Auditors Target Program (1990 to 1996)

Faculty Advisor, Accounting Society (1992 to 1996)

Louisiana State University:

Committee Memberships: Doctoral Programs Committee (1988 to 1990), Department Long-Range Planning Committee (1987 to 1990)

Course Coordinator, Introductory Financial Accounting (1986 to 1990)

Academic:

AACSB – International and other Peer Review Activity:

Chair (Business): Hong Kong University of Science and Technology (2019), Clemson University (2015), University of Iowa (2014), University of Michigan (2013), Nanjing University (China) (2013), University of Missouri (2012), University of South Carolina (2009), University of Georgia (2008), University of Kansas (2007), Concordia University (2007), University of Nebraska (2006), University of Utah (2004).

Member (Business): Auburn University (2017), University of British Columbia (2013), University of Reading (U.K.) (2010), Arizona State University (2004).

Chair (Accounting): University of Washington (2016), University of South Carolina (2014), University of Oregon (2011), Arizona State University (2009).

Ad hoc reviewer (Accounting): University of Alaska-Fairbanks (2008)

Mentor (Business): Tsinghua University (China) (2005 to 2007)

Mentor (Accounting): North Carolina State University (2004 to 2008)
Chair, Georgia Tech University Regents' Review (2002)

AACSB – International
Vice-Chair, Maintenance of Accreditation Committee (2012 to 2013)
Member, Maintenance of Accreditation Committee (2010 to 2013)
Member, Accreditation Coordination Committee (2004 to 2007, 2012 to 2013)
Member, Impact of Research Task Force (2006 to 2008)
Chair, Accounting Accreditation Committee (2004 to 2007)
Member, Accounting Accreditation Committee (2003 to 2007)
Member, Accounting Data Module Group (2003 to 2004)

Pathways Commission (2010 to 2012):
Commissioner for organization created by the American Accounting Association comprised of accounting professionals in academe, public practice, industry, and government. The charge of the Pathways Commission was to study the future structure and content of accounting education and establish a national higher education strategy for the accounting profession. I was one of six commissioners drawn from academia and industry to lead this effort.

American Accounting Association
Member, Planning Committee, "2016 Big Thinker Conference: Exploring the Value of Accreditation" (2016)
Member, Doctoral Advocacy Committee (2008 to 2009)
Member, Auditing Section Annual Meeting Planning Committee (2000 to 2001)
Editor, Accounting, Behavior, and Organizations Section "Have you Seen" Column (1994 to 1996)
Editor, Accounting, Behavior, and Organizations Section Working Paper Series (1993 to 1995)
Member, Association Accounting, Behavior, and Organizations Section Working Paper Committee (1992)
Regional Chair, Auditing Section (Southwest Region) (1992 to 1994)

National Institute of Justice (project to develop curriculum for fraud and forensic accounting), Member, Working Group (2004 to 2005)
Chinese University of Hong Kong, Member, Board of Advisors, (1995 to 2001)
Federation of Schools of Accountancy, Member, Audit Committee (1987)
Southwest Region Doctoral Consortium
Chair, Planning Committee (1995 to 1996)
Member, Planning Committee (1994 to 1997)
Discussant, reviewer, and moderator for numerous papers at academic conferences

Professional:

Giant Magellan Telescope Organization, Board of Directors (2016 to 2021)
Chair, Finance Committee (2017 to 2021)
Chair, Audit and Risk Committee (2016)
Member, Audit and Risk Committee (2017 to 2021)
Member, Governance Committee (2017 to 2021)
State of Texas, Expenditure Study Workgroup (2017 to 2018)
State of Texas, General Academic Institution Formula Advisory Committee (2017 to 2019)

Texas State Board of Public Accountancy
- Technical Standards Review Committee (formerly Major Case Enforcement Committee) (Member, 2003 to 2009)
- Sarbanes-Oxley Implementation Task Force (Member, 2004 to 2005)

Prison Entrepreneurship Program, Member, Board of Directors (2005 to 2007)
National Association of State Boards of Accountancy, Education Task Force (2005 to 2007)
National Council on Competitiveness, Innovation Finance Working Group (Member, 2003 to 2004)
Better Business Bureau, Board of Directors (Educational Committee) (1999 to 2001)
Institute of Internal Auditors
- Member, Board of Governors, Houston Chapter of Institute of Internal Auditors (1993 to 1995)
- Member, College and University Relations Committee (1990)

National Association of Accountants (Baton Rouge Chapter)
- Director of Meeting Attendance (1989 to 1990), Director of Member Relations (1987 to 1989), Director of Manuscripts (1986), Director of Academic Relations and Educational Projects (1986)

HONORS AND AWARDS

2025 Received Outstanding Faculty Award for Full-Time MBA program (selected by students)
2024 Recognized by *Poets & Quant*s as one of the "Favorite MBA Professors of the Class of 2024"
2019 Lean Six Sigma Yellow Belt certification
2016 Mays Business School Outstanding Alumnus
2009 Mays Business School Outstanding Doctoral Alumnus Award
2009 Texas A&M University, Association of Former Students, Distinguished Achievement Award in Administration
2008 "Fish Camp" namesake at Texas A&M University
2006 McGraw-Hill "First Edition of the Year" Award for textbook ***Auditing & Assurance Services***
2000 Executive MBA Alumni Association Distinguished Faculty Award (College Award)
1995 Melcher Award for Excellence in Research (College Award)
1995 Finalist, University of Houston Teaching Excellence Award (University Award)
1994 NationsBank Master Teaching Award (College Award)
1993 Melcher Service Fellow (College Award)
1992 University of Houston Alumni Distinguished Professor (College Award)
1992 Melcher Award for Research Excellence (College Award)
1991 Melcher Teaching Fellow (College Award)
1989 Arthur Andersen Research Fellowship (Departmental Award)
1986 George W. Fair Award for Teaching Excellence (Departmental Award)
1985 Alpha Kappa Psi Outstanding Teaching Award (Departmental Award)
1985 American Accounting Association Doctoral Consortium Representative

DOCTORAL COMMITTEE SERVICE

University of Houston:
- Valrie Chambers, member (1998 to 2000)
- Peter Lau, Chinese University of Hong Kong, international member (1993 to 1996)
- John Ledbetter, member (1996 to 1998)
- Edward Walker, member (1993 to 1996)
- Jieping (Charles) Chen, member (1994 to 1995)
- Alice Ketchand, member (1992 to 1994)
- William Shafer, chair (1991 to 1993)
- Rosie Morris, chair (1991 to 1993)
- Conrad Chang, member (1991 to 1993)

Louisiana State University:
- Jennifer Cerullo, member (1988 to 1990)
- Mike Toerner, member (1988 to 1990)
- Kathryn Gaharin, member (1987 to 1988)
- Paul Goldwater, member (1987 to 1988)
- Robert Su, member (1986 to 1988)

Texas A&M University:
- Lori Beatty, member (2025 to present) (Department of Education Administration)
- Joshua Kissee, member (2017 to 2020) (Department of Education Administration)