

V I T A
MARK E. HASKINS
Landmark Communications, Inc. Professor of Business Administration
December 31, 2021

SCHOOL

The Darden Graduate School of Business, UVA
100 Darden Blvd.
Charlottesville, VA 22903

EDUCATION

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

RESEARCH AND TEACHING INTERESTS

Education program design/development/delivery
Financial reporting
General management issues
Performance management/measurement

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

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

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 (2017-2021):

“Custom Management Development Program Architecture: In Pursuit of Critical Mass for Impact” (with G. Shaffer) *Development and Learning in Organizations: An International Journal* (Vol. 35, No. 3, 2021), pp. 4-6.

“Building a ‘Culture of Care’: Reflections for Action,” *Strategic HR Review*, (Vol. 19, No. 4, 2020), pp. 189-194.

“A Codified Executive Education Custom Client Engagement Process” (with J. Hicks and L. Centini), *International Journal of Educational Management*, (Vol. 34, No. 6, 2020), pp. 1035-1048.

“Executive Education Program Faculty Leaders: Their ‘BASIC’ Roles,” *Development and Learning in Organizations: An International Journal* (Vol. 34, No. 3, 2020), pp. 15-18.

“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.

“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.

“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.

“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. [Errata published (Vol. 32, No. 4, 2020), p. 455-456.]

● **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**.

● Cases and Teaching Notes (TN) (2017-2021):

Sparkling Ideas for Crafting a ‘Culture of Care’ (G-0651)
Sparkling Ideas for Crafting a ‘Culture of Care’ (TN) (G-0651TN)
Crafting a Tentative Talent Development Plan (G-0658)
Crafting a Tentative Talent Development Plan (TN) (G-0658TN)
A Client Engagement Process for Customized Executive Education: Detailing the Details (G-0657)
A Client Engagement Process for Customized Executive Education: Detailing the Details (TN) (G-0657TN)
The ‘What If’ Effects of an Income Tax Rate Change: A Deferred Tax Focus (C-2448)
The ‘What If’ Effects of an Income Tax Rate Change: A Deferred Tax Focus (TN) (C-2448TN)
LeMar Outdoor Play Products—An Outsourcing Decision to India (C-2440) (with P. Simko)
LeMar Outdoor Play Products—An Outsourcing Decision to India (TN) (C-2440TN) (with P. Simko)
LeMar Outdoor Play Products—An Outsourcing Decision to India (TNX) (C-2440TNX) (with P. Simko)
Sports Equipment Inc.: Instant Insights for a Two-Factor Variance Analysis (C-2436)
Sports Equipment Inc.: Instant Insights for a Two-Factor Variance Analysis (TN) (C-2436TN)
4-Sisters Construction Co.: Instant Insights for Estimating Economic Profit (C-2437)
4-Sisters Construction Co.: Instant Insights for Estimating Economic Profit (TN) (C-2437TN)
Performance Goals at Tractors, Inc. (C-2443)
Performance Goals at Tractors, Inc. (TN) (C-2443TN)
Ratios Tell a Story—2019 (C-2438)
Ratios Tell a Story—2019 (TN) (C-2438TN)
Assessing the Impact of Executive Education (G-0650)
Assessing the Impact of Executive Education (TN) (G-0650TN)
Becoming an Executive Education Faculty Leader of Choice (PHA-0081)
Becoming an Executive Education Faculty Leader of Choice (TN) (PHA-0081TN)
Executive Incentive Pay Disclosures at Etsy, Inc. (C-2430) (with L. Lynch)
Executive Incentive Pay Disclosures at Etsy, Inc. (TN) (C-2430TN) (with L. Lynch)
Revenue Recognition (Topic 606) at Salesforce.com, Inc. (C-2428) (with L. Lynch)
Revenue Recognition (Topic 606) at Salesforce.com, Inc. (TN) (C-2428TN) (with L. Lynch)
Caterpillar Inc. Taps the Chinese Bond Market (C-2418) (with L. Lynch)
Caterpillar Inc. Taps the Chinese Bond Market (TN) (C-2418TN) (with L. Lynch)
Daimler Taps the Chinese Panda Bond Market (C-2417) (with L. Lynch)
Daimler Taps the Chinese Panda Bond Market (TN) (C-2417TN) (with L. Lynch)
Potential Volatility in Earnings: Berkshire Hathaway’s Equity Investments (C-2426) (with L. Lynch)
Potential Volatility in Earnings: Berkshire Hathaway’s Equity Investments (TN)(C-2426TN)(with L. Lynch)
Crafting a Statement of Cash Flows: Preferred Airline Group Buys West Coastal Air (C-2427)
Crafting a Statement of Cash Flows: Preferred Airline Group Buys West Coastal Air (TN) (C-2427TN)
Corporate Financial Ratio Insights in a Department of Defense Context (C-2424)
Corporate Financial Ratio Insights in a Department of Defense Context (TN) (C-2424TN)
Shareholders’ Equity at PepsiCo (C-2425) (with L. Lynch)
Shareholders’ Equity at PepsiCo (TN) (C-2425TN) (with L. Lynch)
A New Era in Revenue Recognition: General Dynamics and Ford (C-2414) (with L. Lynch)
A New Era in Revenue Recognition: General Dynamics and Ford (TN) (C-2414TN) (with L. Lynch)
Sonvilier Pen Company: An Outsourcing Decision (C-2406) (with P. Simko)
Sonvilier Pen Company: An Outsourcing Decision (TN) (C-2406TN) (with P. Simko)
Investment Insights from Berkshire Hathaway (C-2416) (with L. Lynch)
Investment Insights from Berkshire Hathaway (TN) (C-2416TN) (with L. Lynch)
Amazon.com, Inc. Buys Whole Foods Market (C-2409) (with L. Lynch)
Amazon.com, Inc. Buys Whole Foods Market (TN) (C-2409TN) (with L. Lynch)
Ratios Tell a Story—2017 (C-2410)
Ratios Tell a Story—2017 (TN) (C-2410TN)

Generating Revenue Growth Ideas at Evergreen Executive Education, LLC (A) (G-0644)
Generating Revenue Growth Ideas at Evergreen Executive Education, LLC (B) (G-0645)
Generating Revenue Growth Ideas at Evergreen Executive Education, LLC (A) & (B)(TN) (G-0644TN)
Cash Flow Statement Confessions—Department Store Retailers (A) (C-2397)
Cash Flow Statement Confessions—Department Store Retailers (B) (C-2398)
Cash Flow Statement Confessions—Department Store Retailers (A & B) (TN) (C-2397TN)
“Nobody Ever Disagrees.” (A) (G-0641)
“Nobody Ever Disagrees.” (B) (G-0642)
“Nobody Ever Disagrees.” (A) & (B) (TN) (G-0641TN)

CURRENT EXECUTIVE EDUCATION INVOLVEMENT

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 [Currently serving as Faculty Leader in addition to Instructor]:

- U.S. Navy—Industry Insights Course
- Defense Logistics Agency (DLA)—Insights into Industry

Darden School, Open Enrollment Programs [Currently serving as Faculty Leader in addition to Instructor]:

- Financial Management for Non-Financial Managers (FMF)

Darden School, Open Enrollment Programs [Currently serving as Instructor only]:

N/A

Darden School, Single-Company Custom Programs [Currently serving as Instructor only]:

- N/A

Private:

- U.S. Secretary of Defense Fellows

ADMINISTRATIVE/SERVICE ACTIVITIES (2017-2021)

Member, Editorial Board: *Development & Learning in Organizations: An International Journal* (2015–present)

University of Virginia Faculty Senate (1993-1997, 2016-17, 2020-present)

Darden Graduate School of Business Accounting Area Coordinator (1995-2001) (2013-mid 2020)

Chair, Darden School Accounting Faculty Search Committee (2017-18)

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

Course Head, Darden School First-Year Required Accounting Course (1987-1994) (2001-2004) (2013-2019)

Member, Darden School MBA Program Committee (2013-mid 2020)