

Curriculum Vitae

Robert F. Bruner

Darden Graduate School of Business Administration
University of Virginia
P.O. Box 6550
Charlottesville, VA 22906
Telephone: (434) 924-3823
Facsimile: (434) 924-0714
E-mail: brunerr@virginia.edu
Website: <http://faculty.darden.edu/brunerb/>

Summary

- Current Position:** University Professor at the University of Virginia, Distinguished Professor of Business Administration, and Dean Emeritus, Darden Graduate School of Business Administration, University of Virginia. Member of the Darden faculty since 1982. Senior Fellow, Miller Center of Public Affairs.
- Expertise:** Financial economics: Financial crises, valuation, mergers and acquisitions, corporate finance, financial innovation.
Leadership studies: U.S. Presidents.
- Current Interests:** Financial crises. Sentiment analysis of presidential self-narratives. Financial innovation. Business history. Leadership studies. Higher education.
- Degrees:** Bachelor of Arts, Yale University, 1971.
Master of Business Administration, Harvard University, 1974.
Doctor of Business Administration, Harvard University, 1982.
- Publications:** 20 journal articles published under peer review.
21 articles published with editorial review.
23 books, including eight editions of casebook with instructor's manual.
320 case studies in addition to numerous teaching and technical notes.
Numerous essays, op-eds, and blog postings for students and educators.
Co-edited two journals.
- Teaching:** Career focus: M.B.A.-level courses in finance (first year core course, electives in corporate finance, mergers and acquisitions, valuation of intellectual capital, financial innovation, emerging markets, and financial crises) and U.S. presidential leadership.
- Engagement With Management Practice:** Management consulting and training (1982 – present).
Boards of for-profit and not-for-profit organizations. Current boards: INCAE Foundation, Rare Book School, and CFA Institute (forthcoming).
- Awards:** Recognitions for research, case writing, and teaching.

Academic Appointments

- 1982 to Present Assistant Professor, Darden School of Business, University of Virginia. Tenured as Associate Professor, 1988. Promoted to Full Professor, 1993. Distinguished Professor Chair of Business Administration, 1996 to present. Dean and Charles C. Abbott Professor Chair of Business Administration, 2005-2015. University Professor and Dean Emeritus from August 2015.
- 2015 to 2016 Visiting Professorships: Harvard Business School (2015-2016), Columbia Business School (2004-2005), IESE Business School (1998), and INSEAD (1991-1992 and 1994).
- 1977 to 1982 Various appointments as researcher or lecturer at Harvard University, University of Virginia, Simmons College, Northeastern University and Management Education Institute.

Major Administrative Assignments

2005 to 2015 Dean of the Darden School, Charles C. Abbott Professor of Business Administration and Distinguished Professor of Business Administration. General manager with executive oversight of about 400 employees, all educational programs, budget of about \$100 million, and relations with alumni, corporations, donors, University of Virginia, other business schools, and general public. Reported to the Provost and President of the University of Virginia. Significant accomplishments of the school on my watch included: Raised the caliber of Darden's students; Increased investment in financial aid and support for loans for students. Realized strong career development results. Launched two new executive degree program formats, which gained national recognition. Significantly expanded the offering of dual-degree programs. Accelerated innovation in our MBA Program curriculum. Launched Non-Degree Massive Online Open Courses (MOOCs). Recruited a wave of new faculty talent. Boosted faculty and staff compensation to meet market realities. Improved thought leadership and research output through careful faculty hiring, the expansion of research funding, and the establishment of new centers. Raised more than \$165 million. Expanded outreach to alumni, corporate partners, and the media. Strengthened relationships with the University and our Foundation. Achieved a rising global stature, including material improvement in rankings. Stewarded resources effectively.

2000 to 2004 Executive Director of the Batten Institute, a foundation with an endowment of about \$80 million and staff of 15, residing within the Darden School. Responsible for all aspects of direction and administration.

1997 to 2000 Chair, Appointments Committee. Led the reviews of 28 candidates for promotion, reappointment, and/or tenure.

1992 to 1995 Chair, MBA Required Curriculum Committee. This committee of 18 faculty and staff planned and coordinated the delivery of the required portion of Darden's MBA curriculum, which included 11 courses and 38 instructors. Initiated a major curriculum redesign effort.

1987 to 1991 Course Leader, First Year Finance. Substantially redesigned this team-taught required course. Course received highest ratings of all First Year courses.

Articles Published Under Peer Review (in chronological order)

1. "The Gains to Bidding Firms from Merger," *Journal of Financial Economics* 11(1983): 121-139, with Paul Asquith and David W. Mullins, Jr.
2. "The International Debt Crisis and Bank Security Returns in 1982," *Journal of Money, Credit and Banking* 19(1987): 46-55, with John M. Simms, Jr.
3. "Merger Returns and the Form of Financing," *Proceedings of the Seminar on the Analysis of Security Prices* 34(May 1987):115-146, with Paul Asquith and David W. Mullins, Jr.
4. "Yield Premia on Leveraged Buyout Debt," *Southern Business Review*, 13(December 1987):1-15.
5. "The Use of Excess Cash and Unused Debt Capacity as a Motive for Merger," *Journal of Financial and Quantitative Analysis* 23(June, 1988):199-217.
6. "Management Buyouts and Managerial Ethics," *California Management Review* 30(Winter, 1988):89-106, with Lynn Paine.
7. "An Analysis of the Stock Price Reaction to Management Change in Distressed Firms," *Journal of Accounting and Economics* 11(February, 1989):95-106, with Karl-Adam Bonnier.
8. "Leveraged ESOPs, Wealth Transfers, and 'Shareholder Neutrality': The Case of Polaroid," *Financial Management*, (Spring, 1990):59-74, with E. Richard Brownlee II.
9. "Understanding Merger Negotiation, Part 1: Teaching with a Merger Negotiation Exercise," *Journal of Financial Practice and Education*, Spring/Summer 1992.
10. "Understanding Merger Negotiation, Part 2: Testing Rational Choice and Behaviorism in a Simulated Setting," *Journal of Financial Practice and Education*, Spring/Summer 1992.
11. "The Crash of the Revco LBO: The Hypothesis of Inadequate Capital," *Financial Management*, 21(No. 1, Spring 1992) 35-49, with Kenneth M. Eades. This was reprinted in *Management Buyouts*, a volume of the *International Library of Management*, Keith Bradley general editor, Michael Wright, volume editor, Dartmouth Publishing Company, Aldershot England, 1994.
12. "The Dark Side of Strategic Alliances: Lessons from Volvo-Renault" (with Robert Spekman). *European Management Journal*, April, 1998. Also abstracted in *The Alliance Analyst*, September 30, 1996.
13. "Best Practices in Estimating the Cost of Capital: Survey and Synthesis," *Financial Practice and Education*, (Spring/Summer 1998), with Kenneth M. Eades, Robert S. Harris, and Robert C. Higgins. Abstracted in *Harvard Business Review* September, 1996.

Articles Published Under Peer Review (continued)

14. "An Analysis of Value Destruction and Recovery in the Alliance and Proposed Merger of Volvo and Renault," *Journal of Financial Economics* (January 1999) 51:125-166. This article was abstracted in *Economic Intuition* (July 1999) and was reprinted in *Corporate Governance in the New Global Economy*, edited by Kevin Keasey, Steve Thompson, and Mike Wright, London: Edward Elgar Publishing, 2005.
15. "Teaching with Cases to Graduate and Undergraduate Students," with Benton E. Gup, Bennie H. Nunnally, Jr., and Laurence C. Pettit, *Financial Practice and Education*, (Fall/Winter 1999):111-119.
16. "Does M&A Pay? A Review of the Evidence for the Decision-Maker," *Journal of Applied Finance* (Spring/Summer 2002) 12:48-68.
17. "Valuation in Emerging Markets," with Robert Conroy, Javier Estrada, Wei Li, and Mark Kritzman, *Emerging Markets Review*, (November 2002).
18. "U.S.-Bound IPOs: Issue Costs and Selective Entry," with Susan Chaplinsky and Latha Ramchand, *Financial Management* (2004).
19. "Coming to America: IPOs from Emerging Market Issuers," with Susan Chaplinsky and Latha Ramchand, *Emerging Markets Review* (September, 2006) 7:191-212.
20. "Market Integration in Developed and Emerging Markets: Evidence from the CAPM" with Mark Kritzman, Wei Li, Simon Myrgren, and Sebastien Page, *Emerging Markets Review* (2008).

Articles and Chapters Published with Editorial Review

1. "Leveraged ESOPs and Corporate Restructuring," *Continental Bank Journal of Applied Corporate Finance* 1(Spring 1988):54-66. This article was also published in *Corporate Restructuring and Executive Compensation*, J.M. Stern, G.B. Stewart III, and D.H. Chew Jr. (eds.), Ballinger, 1988.
2. "Costs are Key in Strategic Planning," *Journal of the National Commercial Finance Association* 40(April, 1984).
3. "Stakeholder Welfare, Managerial Ethics and Management Buyouts," with Lynn Paine, in W.M. Hoffman, R. Fredericks, and E.S. Petry eds., *The Ethics of Organizational Transformation*, Quorum Books, 1989, pp. 183-194.
4. "Evaluating Proposals for Corporate Restructuring," with Judson P. Reis, in M.L. Rock and R.H. Rock eds., *Handbook on Corporate Restructuring*, MLR Associates, 1990.
5. "The Leveraged Restructuring as a Takeover Defense: The Case of American Standard," with Robert S. Harris and Donald Benson, *Journal of Merger and Acquisition Analysis*, (Fall, 1990):51-82. Reprinted in *How To Resist Hostile Takeovers*, J. O'Donoghue and D. Grunewald, International University Press, White Plains, New York, 1991.
6. "The Leveraged ESOP as a Takeover Defense: The Case of Polaroid Corporation," with E. Richard Brownlee II, *Journal of Merger and Acquisition Analysis*, (Spring, 1990):3-24. Reprinted in *How To Resist Hostile Takeovers*, J. O'Donoghue and D. Grunewald, International University Press, White Plains, New York, 1991.
7. "Poison Pills," and "White Knights," entries in the *Dictionary of Business Ethics* (R.E. Freeman and P. Werhane eds.), London: Basil Blackwell, 1995.

Articles and Chapters Published with Editorial Review (continued)

8. "The Euro and European M&A," *Translink Deal Review*, 1999.
9. Comment on case study, "Oil and Wasser," *Harvard Business Review* May 2004.
10. "Where M&A Pays and Where It Strays: A Survey of the Research," *Journal of Applied Corporate Finance*, Fall 2004, Vol. 16, No. 4, pages 63 to 76.
11. "Roundtable on Corporate M&A and Shareholder Value," *Journal of Applied Corporate Finance*, Fall 2005, Vol. 17, No. 4, pages 64 to 84.
12. "Leadership, Managers, and the Millennial Generation," in *Journal of the American College of Construction Lawyers*, Conference Proceedings Issue, May 2007.
13. "The Panic of 1907: Lessons Learned from the Market's Perfect Storm" with Sean D. Carr, *Financial History* (89: Fall 2007).
14. "Lessons from the Financial Crisis of 1907" with Sean D. Carr, *Journal of Applied Corporate Finance*, (19:4, Fall 2007).
15. "Roundtable on Corporate Portfolio Management" with Donald Chew and Jeff Greene, *Journal of Applied Corporate Finance* (20:2, Spring, 2008).
16. "Dynamics of a Financial Dislocation: The Panic of 1907 and the Subprime Crisis," in Larry Siegel ed., *Essays on the Panic of 2008* Charlottesville: Institute for Chartered Financial Analysts, Laurence B. Siegel, 2010.
17. "Globalization of Management Education" with Juliane Iannarelli, *Journal for Teaching International Business*, 2012.
18. "The Development of General Management Capabilities in a Global World," with Robert Conroy and Scott Snell, in *Globalization and Leadership Development*, Jordi Canals, ed. Hampstead: Palgrave Macmillan, February 2013.
19. "Financial Innovation and the Consequences of Complexity: Insights from Major US Banking Crises" with Sean D. Carr and Asif Mehedi, in *Complexity and Crisis in the Financial System: Critical Perspectives on American and British Banking*, edited by Matthew Hollow, Folarin Akinbami & Ranald Michie, London: Edward Elgar Publishing, 2016.
20. "Advice to the President: Addressing a Financial Crisis in the First Year," Miller Center, University of Virginia, September, 2016. Subsequently published as "Grab Hold of the Levers: Harness the Power of the Nation's Economy," in *The Buck Stops Here: Passing the Critical First Budget*, Miller Center, 2016.
21. "Crises, Financial Leadership, and the Six Stretches for Financial Education" *Journal of Applied Corporate Finance*, 2017, 29(1), 15-21.

Published Books and Monographs (in reverse chronological order)

1. *Case Studies in Finance: Managing for Corporate Value Creation*, with Kenneth Eades and Michael Schill, 8th edition, McGraw-Hill/Irwin, Burr Ridge, IL, 2017.
2. *Case Studies in Finance: Managing for Corporate Value Creation*, with Kenneth Eades and Michael Schill, 7th edition, McGraw-Hill/Irwin, Burr Ridge, Illinois, 2013.
3. *Globalization of Management Education: Changing International Structure, Adaptive Strategies, and the Impact on Institutions*, (Association for the Advancement of Collegiate Schools of Business, February, 2011). I served as general editor of this volume and co-author with a task force of Deans commissioned by AACSB.
4. *Case Studies in Finance: Managing for Corporate Value Creation*, with Kenneth Eades and Michael Schill, 6th edition, McGraw-Hill/Irwin, Burr Ridge, Illinois, 2009, 727 pages.
5. *The Panic of 1907* with Sean D. Carr, John Wiley and Sons, 2007. Translated into German, Chinese, Korean, and Japanese. Paperback edition published in 2009, with new material that addresses the Subprime Crisis of 2007-2008.
6. *Case Studies in Finance: Managing for Corporate Value Creation*, fifth edition, McGraw-Hill/Irwin, Burr Ridge, Illinois, 2006, 785 pages. (35 percent new material.)
7. *Instructor's Manual to Accompany Case Studies in Finance*, fifth edition, Irwin/McGraw-Hill, Burr Ridge Illinois, 2006, 828 pages.
8. *Deals from Hell*, New York: John Wiley and Sons, 2005. 420 pages. Paperback edition published in 2009.
9. *Applied Mergers and Acquisitions*, New York: John Wiley and Sons, 2004. 1029 pages.
10. *Applied Mergers and Acquisitions: Workbook*, New York: John Wiley and Sons, 2004. 363 pages.
11. *Investing in Emerging Markets* with Robert Conroy, Wei Li, Elizabeth O'Halloran, and Miguel Palacios, 2003, Charlottesville, VA: Association for Investment Management and Research. 125 manuscript pages.
12. *The Portable MBA*, fourth edition, with Mark Eaker, R. Edward Freeman, Robert Spekman, Elizabeth Teisberg and Sankaran Venkataraman, 2003, New York: John Wiley & Co, 343 pages. (33 percent new material.)
13. *Socrates' Muse: Reflections on Effective Case Discussion Leadership* McGraw-Hill/Irwin, Burr Ridge, Illinois, 2002, 218 pages.
14. *Case Studies in Finance: Managing for Corporate Value Creation*, fourth edition, McGraw-Hill/Irwin, Burr Ridge, Illinois, 2002, 698 pages. (61 percent new material.)
15. *Instructor's Manual to Accompany Case Studies in Finance*, fourth edition, Irwin/McGraw-Hill, Burr Ridge Illinois, 2002, 766 pages.
16. *Case Studies in Finance: Managing for Corporate Value Creation*, third edition, Irwin/McGraw-Hill, Burr Ridge, Illinois, 1999, 984 pages. (54 percent new material.)
17. *Instructor's Manual to Accompany Case Studies in Finance*, third edition, Irwin/McGraw-Hill, Burr Ridge Illinois, 1999, 1200 pages.

Published Books and Monographs (continued)

18. *The Portable MBA*, third edition, with Mark Eaker, R. Edward Freeman, Robert Spekman, and Elizabeth Teisberg, 1997, New York: John Wiley & Co. This book was translated into Japanese, Portuguese, Russian, and Mandarin Chinese.
19. *Case Studies in Finance: Managing for Corporate Value Creation*, second edition, Richard D. Irwin Inc., Burr Ridge, Illinois, 1994, 871 pages. (62 percent new material.)
20. *Instructor's Manual to Accompany Case Studies in Finance*, second edition, Richard D. Irwin Inc., Burr Ridge Illinois, 1994, 1060 pages.
21. *The Poison Pill Antitakeover Defense: The Price of Strategic Deterrence*, The Research Foundation of the Institute of Chartered Financial Analysts, Charlottesville, Virginia, 1991, 82 pages.
22. *Case Studies in Finance: Managing for Corporate Value Creation*, first edition, Richard D. Irwin Inc., Burr Ridge Illinois, 1990, 668 pages.
23. *Instructor's Manual to Accompany Case Studies in Finance*, first edition, Richard D. Irwin Inc., Burr Ridge Illinois, 1990, 649 pages.

Editorships and Editorial Advisory Boards

Founding co-editor of *Emerging Markets Review* from 1999 to 2003. Advisory board member from 2004 to 2010.

Editor and co-Editor of *Educator: Courses, Cases, and Teaching*, an electronic journal published by Financial Economics Network, a division of Social Science Economic Publishing. 1996-2010.

Associate Editor, Editorial Board, *Journal of Applied Finance*. 2000-2005.

Advisory Board, *Journal of Applied Corporate Finance*. 2000 to present.

Op-Eds and Selected Occasional Writings

“The Great Recession 10 Years Later: Lessons We Still Have to Learn,” December 26, 2017, *The Hill*.

“Three Qualities that Make a Good Dean,” *Chronicle of Higher Education*, January 15, 2017 (online) and January 20, 2017 (print)

“What Voters Want Most from America’s Next President,” @*FortuneMagazine*, October 18, 2016.

“Advice to the President: Addressing a Financial Crisis in the First Year,” Miller Center *First Year Project: POTUS 2017*.

“Commencement speech, UVA 2015 “Go where you believe you can do your best work”” May 17, 2015.

“Merger of Equals?” *Wall Street Journal*, January 19, 2004 page B2.

“Why the Big Mo is Bad Business,” *Washington Post*, August 20, 2002.

“What Enron did right,” with Samuel Bodily, *Wall Street Journal* November 19, 2001,

Educational Blog Postings (<https://blogs.darden.virginia.edu/brunerblog/>)

Numerous short essays. As a professor, I use my blog as a medium to disseminate insights related to courses I teach and to the wider subject of higher education. Each post represents an essay of 3000-5000 words. See the following two examples:

““The Trouble Is...”: Crisis and Critics in American Higher Education” October 19, 2014.

“Suggested Readings about the Crisis in American Higher Education” October 17, 2014.

Other numerous short essays of mine on teaching may be found at the website of the Social Science Research Network (http://papers.ssrn.com/sol3/cf_dev/AbsByAuth.cfm?per_id=66030):

Case Studies

Author, coauthor or supervisor of 480 items of teaching material, including 307 case studies, and technical notes, 12 video case supplements and 161 teaching notes. Writer and editor of several editions of *Case Studies in Finance: Managing for Corporate Value Creation* (1990, 1994, 1999, 2002, 2006, and 2017 Burr Ridge: McGraw-Hill/Irwin) in which a number of these cases appear. The following list is in approximate chronological order.

1. "The Real Paper" (HBS 4-375-429) published in *Business Policy: Text and Cases* (4th ed.) by C.R. Christensen, K. R. Andrews, and J.L. Bower, Irwin Publishing Company, 1978.
2. "Congoleum Corporation" (HBS 9-281-010) published in *Case Problems in Finance* (9th, 10th and 11th eds.) edited by W. Carl Kester, W.E. Fruhan, Jr., Scott P. Mason, T.R. Piper, and Richard S. Ruback, Irwin Publishing Company, 1997.
3. "UV Industries" (HBS 4-280-072).
4. "Firestone/Borg-Warner" (HBS 4-280-105)
5. "Ashland Oil" (HBS 1-281-039)
6. "United Refining Company (A)" (UVA-F-517)
7. "United Refining Company (B)" (UVA-F-518)
8. "Cleveland-Cliffs Mining Company" (UVA-F-513)
9. "Brown-Forman Distillers Corporation" (UVA-F-541)
10. "Duke Power Company (A)" (UVA-F-561)
11. "Duke Power Company (B)" (UVA-F-562)
12. "Duke Power Company (C)" (UVA-F-563)
13. "Note on the Sustainable Dividend Growth Rate" (UVA-F-581)
14. "Delta and Eastern Airlines" (UVA-F-612)
15. "Note on the Air Transport Industry" (UVA-F-582)
16. "Boeing/McDonnell-Douglas" (UVA-F-613)
17. "Note on the Air Frame Industry" (UVA-F-613)
18. "Economy Shipping (B)" (UVA-F-565)
19. "Economy Shipping (C)" (UVA-F-566)
20. "A Reader's Guide to Miller and Modigliani" (UVA-F-572)
21. "Martha Morgan's Interviews" (UVA-F-609)
22. "Martha Morgan's Other Interviews" (UVA-F-610)

Case Studies (continued)

23. "Norris Industries" (UVA-F-614) published in *Case Studies in Financial Decision Making* (1st and 2nd eds.) by Diana Harrington, Dryden Press, 1985.
24. "Background Note: Setting Corporate Financial Goals and Evaluating Performance" (UVA-F-615)
25. "Background Note: Formulating Corporate Financial Strategy" (UVA-F-616)
26. "Potomac Paper" (UVA-F-585)
27. "Sturbridge Industries" (UVA-F-600)
28. "Bumble Bee Seafoods, Inc." (UVA-F-699)
29. "Chrysler's Warrants, September 1983" (UVA-F-682)
30. "Choosing Among Different Valuation Approaches" (UVA-F-720)
31. "Corporate Finance and Strategy: A Pocket Guide for Bankers" (UVA-F-622)
32. "Three Restructurings with Trusts and Partnerships" (UVA-F-747)
33. "Corporate Restructuring and the Master Limited Partnership" (UVA-F-723)
34. "Design Technologies Inc." (UVA-F-686)
35. "Walt Disney Productions, June 1984" (UVA-F-676)
36. "HPSC Inc. (A)" (UVA-F-740)
37. "HPSC Inc. (B)" (UVA-F-741)
38. "HPSC Inc. (C)" (UVA-F-742)
39. "Market Imperfections as a Rationale for Corporate Organization and Restructuring" (UVA-F-722)
40. "Merit Marine Inc." (UVA-F-678)
41. "Morgan Stanley Group, Inc." (UVA-F-719)
42. "Pacific Northwest Cable Television Inc." (UVA-F-724)
43. "L.S. Starrett Co." (UVA-F-673)
44. "Leveraged Employee Stock Ownership Plans" (UVA-F-674)
45. "Corporate Finance for Bankers" (UVA-F-744)
46. "Corporate Restructuring" (UVA-F-748)
47. "The Student in the Case Method Environment" (UVA-G-619)
48. "Valuation Exercise Using the HP12C" (UVA-F-752)
49. "Alfin Fragrances" (UVA-F-776)
50. "Aqua Company (A)" (UVA-F-778)
51. "Aqua Company (B)" (UVA-F-779)
52. "Coleco Industries" (UVA-F-775)
53. "De Laurentiis Entertainment Group" (UVA-F-772)
54. "Emerson Electric" (UVA-F-771)
55. "Enercon Corporation" (UVA-F-801)
56. "Financial Detective" (UVA-F-805) Reprinted in *The Art of Case Analysis*, R. Ronstadt ed., Lord Publishing Co., South Natick, Massachusetts, 1992.
57. "General Motors--1988" (UVA-F-789)
58. "Hybritech Inc. (A)" (UVA-F-792)
59. "Hybritech Inc. (B)" (UVA-F-793)

Case Studies (continued)

60. "Iskall Arno (A)" (UVA-F-780)
61. "Iskall Arno (B)" (UVA-F-781)
62. "Iskall Arno (Abridged)" (UVA-F-814)
63. "Eli Lilly and Company" (UVA-F-794)
64. "Southboro Corporation" (UVA-F-799)
65. "Sprigg Lane (A)" (UVA-QA-302)
66. "Sprigg Lane (B)" (UVA-F-804)
67. "Teletech Inc." (UVA-F-787)
68. "Tonka Corporation" (UVA-F-774)
69. "Vincennes Electric" (UVA-F-786)
70. "Atlantic Southeast Airlines" (UVA-F-797)
71. "Sybron Corporation" (UVA-F-769)
72. "Boston Celtics" (UVA-F-803)
73. "Gifford Bunsen & Company" (UVA-F-784)
74. "DuPont 1909" (UVA-F-796)
75. "Peter Lynch and the Fidelity Magellan Fund" (UVA-F-777)
76. "Investment Detective" (UVA-F-813)
77. "Introduction to Debt Policy and Value" (UVA-F-811)
78. "Flowers Industries (Abridged)" (UVA-F-812)
79. "Societe Generale de Belgique (A)" (UVA-F-845)
80. "Societe Generale de Belgique (B)" (UVA-F-882)
- 81-97. "Takeover!" (Cases A through D4) (UVA-F-842)
98. "Enigma Engineering, Inc." (UVA-F-823)
99. "Revco D.S. Inc. (A)" (UVA-F-821)
100. "Revco D.S. Inc. (B)" (UVA-F-822)
101. "Revco D.S. Inc. (C)" (UVA-F-904)
102. "Brunswick Federal Savings & Loan" (UVA-F-788)
103. "Johnstown Corporation" (UVA-F-783)
104. "Spiegel, Inc. (A)" (UVA-F-806)
105. "Spiegel, Inc. (B)" (UVA-F-807)
106. "Spiegel, Inc. (Abridged)" (UVA-F-XXX)
107. "Blue Cross and Blue Shield" (UVA-F-800)
108. "Johnson's Nursery" (UVA-F-790)
109. "The Pricing of Options: Introduction and Applications" (UVA-F-761)
110. "Corporate Finance and the HP19B" (UVA-F-XXX)
111. "Marriott: Frankfurt and Dusseldorf" (UVA-F-928)
112. "Cable Southwest L.P." (UVA-F-913)
113. "Sengupta Fibres Ltd." (UVA-F-935)
114. "Adams Inc." (UVA-F-964)
115. "Jindo Corporation" (UVA-F-962)

Case Studies (continued)

116. "Groupe Pierre Lessard Ltd." (UVA-F-963)
117. "Gallery of Furs Inc." (UVA-F-965)
118. "Identifying Corporate Financial Policy" (UVA-F-939)
119. "Tactical Execution of Corporate Financing Policy" (UVA-F-940)
120. "Unidentified Financial Structures" (UVA-F-941)
121. "Maturity and Basis Issues in Corporate Financing" (UVA-F-947)
122. "RJR Nabisco Exchange Offer, 1990" (UVA-F-952)
123. "Primus Automation Division" (UVA-F-950)
124. "A Critical Look at the Self-Sustainable Growth Rate Concept" (UVA-F-951)
125. "United Telecommunications, Inc." (UVA-F-953)
126. "The Home Depot, Inc." (UVA-F-960)
127. "Notes on Valuation for Mergers and Acquisitions" (UVA-F-557)
128. "Rhône-Poulenc S.A." (UVA-F-1016)
129. "Rhône-Poulenc Rorer Inc." (UVA-F-1015)
130. "Empirical Chemicals (A)" (UVA-F-1020)
131. "Empirical Chemicals (B)" (UVA-F-1021)
132. "Vesuvio Fonderia SpA" (UVA-F-1026)
133. "Caledonian Newspapers Ltd. (A)" (UVA-F-1012)
134. "Caledonian Newspapers Ltd. (B)" (UVA-F-1013)
135. "Caledonian Newspapers Ltd. (Abridged)" (UVA-F-1011)
136. "Medi-Media International Ltd." (UVA-F-1032)
137. "Bank of Tokyo" (UVA-F-1018)
138. "Glaxo Italia S.p.A.: The Zinnat Marketing Decision" (UVA-F-1014)
139. "The Boeing 777" (UVA-F-1017)
140. "Grand Metropolitan PLC" (UVA-F-1019) Reprinted in *Strategic Management: Formulation, Implementation and Control*, 6th ed., by Jack Pearce and Richard Robinson Burr Ridge: Richard D. Irwin, 1996. Also reprinted in *International Corporate Finance*, by Eaker, Fabozzi, and Grant, New York, Dryden Press, 1996.
141. "Euro Disneyland S.C.A., Fall 1989" (UVA-F-1033)
142. "Euro Disneyland S.C.A., The Project Financing" (UVA-F-1034), and republished in edited form in *Project Financing* by John Finnerty, New York: Wiley, 1996.
143. "Technical Note on Project Financing: An Economic Overview," (UVA-F-1035)
144. "Euro Disney S.C.A., June 1991" (UVA-F-1036)
- 145-148. "GM-Euroslavia Joint Venture Investment Simulation" (UVA-F-1043 to 1046)
- "Government of Euroslavia" (UVA-F-1043); "Zurich: Marketing and Planning" (UVA-F-1044); "Russelsheim: Adam Opel A.G." (UVA-F-1045); "Brussels: Treasury Group" (UVA-F-1046)
149. "Oracle Systems Corp." (UVA-F-1031). Reprinted in *International Financial Reporting and Analysis*, Kenneth Ferris, Mark Haskins, and Thomas Selling eds., (Burr Ridge: R.D. Irwin, 1994)

Case Studies (continued)

150. "Pan-Europa Foods S.A." (UVA-F-1028)
151. "Bayern Brauerei" (UVA-F-1027). Reprinted in *International Financial Reporting and Analysis*, Kenneth Ferris, Mark Haskins, and Thomas Selling eds., (Burr Ridge: R.D. Irwin, 1994)
152. "Westboro Corporation" (UVA-F-1030)
153. "Iskall Arno (Abridged)" (UVA-F-814)
154. "Revco D.S. Inc.: Assessing Capital Adequacy" (UVA-F-1037)
155. "The Body Shop International PLC: An Introduction to Financial Modeling" (UVA-F-1039).
156. "Syracuse Electric Inc." (UVA-F-1041)
157. "British Aerospace PLC (A)" (UVA-F-1047). Reprinted in *Global Business Management* edited by Mark Eaker and Faith Rubenstein, New York: Southwestern Publishing, 1997.
158. "British Aerospace PLC (B)" (UVA-F-1048)
159. "Astral Records Ltd. N.A.: Some Financial Concerns" (UVA-F-1065)
160. "Structuring Corporate Financial Policy: Diagnosis of Problems and Evaluation of Strategies" (UVA-F-1054)
161. "Glenayre Electronics Manufacturing (A)"
162. "Glenayre Electronics Manufacturing (B)"
163. "Anna Krzykowiak" (UVA-F-1067)
164. "Janucz Lewandewski" (UVA-F-1068)
165. "Volvo AB/Regie Nationale des Usines Renault" (UVA-F-1088). Reprinted in *Global Business Management* edited by Mark Eaker and Faith Rubenstein, New York: Southwestern Publishing, 1997.
166. "Calaveras Vineyards" (UVA-F-1094)
167. "Massive Power Design Corporation" (UVA-F-1086)
168. "Volvo/Renault: The Contest for Corporate Control" (UVA-F-1089). Reprinted in *Global Business Management* edited by Mark Eaker and Faith Rubenstein, New York: Southwestern Publishing, 1997.
169. "Eastern Airlines Bankruptcy (A): Texas Air Corporation" (UVA-F-1090)
170. "Eastern Airlines Bankruptcy (B): The Unions" (UVA-F-1091)
171. "Eastern Airlines Bankruptcy (C): The Ritchie Group" (UVA-F-1092)
172. "Eastern Airlines Bankruptcy (D): The Unsecured Creditors' Committee" (UVA-F-1093)
173. "Renault-Volvo Strategic Alliance (A): March 1993" (UVA-G-0480). Reprinted in *International Global Marketing Management: Concepts and Cases* by Taylor Meloan and John L. Graham, New York: McGraw-Hill, 1997.

Case Studies (continued)

174. "Renault-Volvo Strategic Alliance (B): September 1993" (UVA-G-0481)
175. "Renault-Volvo Strategic Alliance (C): December 1, 1993" (UVA-G-0482)
176. "Renault-Volvo Strategic Alliance (D): December 2, 1993 and Afterward" (UVA-G-0483)
177. "Renault-Volvo Strategic Alliance (B Abridged)" (UVA-G-0484)
178. "FedEx-UPS: The Package Wars" (UVA-G-0485)
179. "Wellsford Residential Property Trust" (UVA-F-1116)
180. "Holly Residential Properties, Inc." (UVA-F-1117)
181. "The Battle for Value: Federal Express Corporation vs. United Parcel Service of America Inc." (UVA-F-1115)
182. "The Battle for Value: Federal Express Corporation vs. United Parcel Service of America Inc." (Abridged) (UVA-F-1124)
183. "The Fidelity Magellan Fund, 1995" (UVA-F-1126)
184. "The Transformation of AlliedSignal" (UVA-F-1128)
185. "OmniBank N.A." (UVA-F-1150)
186. "Beignet Credit Corporation" (UVA-F-1151)
187. "Rocky Mountain Advanced Genome Inc." (UVA-F-1136)
188. "Tar Products" (UVA-G-0504)
189. "Carbon Materials and Technologies" (UVA-G-0505)
190. "Teletech Corporation, 1996" (UVA-F-1152)
191. "Boston Chicken 4 1/2% Convertible Subordinated Debentures" (UVA-F-1153)
192. "Donaldson, Lufkin, and Jenrette, 1995 (A)" (UVA-F-1145)
193. "Donaldson, Lufkin, and Jenrette, 1995 (B)" (UVA-F-1146)
194. "Donaldson, Lufkin, and Jenrette, 1995 (Abridged)" (UVA-F-1147)
195. "American Telephone & Telegraph: AT&T/McCaw Merger Negotiation" (UVA-F-1142)
196. "McCaw Cellular Communications: AT&T/McCaw Merger Negotiation" (UVA-F-1143)
197. "Westmoreland Energy, Inc.: Power Project at Zhangzhe, China" (UVA-F-1155)
198. "Warren E. Buffett, 1995" (UVA-F-1160)
199. "Phōn-Tech Corporation, 1996" (UVA-F-1161)
200. "The Financial Detective, 1995" (UVA-F-1162)
201. "Takeover! 1997 (A): The Target" (UVA-F-1170) (This, and the following three cases are significant revisions of "Takeover!" (Cases A through D4).)
202. "Takeover! 1997 (B): The Raider" (UVA-F-1171)
203. "Takeover! 1997 (C): The LBO Firm" (UVA-F-1172)
204. "Takeover! 1997 (D): The White Knight" (UVA-F-1173)
205. "Continental Cablevision/Fintelco Joint Venture" (UVA-F-1149)
206. "Jeanne Mockard at Putnam Investments" (UVA-F-1174)
207. "Polaroid Corporation, 1996" (UVA-F-1181)
208. "Planet Copias & Imagem" (UVA-F-1182)
209. "Kohlberg & Company: Northwestern Steel Investment Negotiation" (UVA-F-1193)
210. "Management Team: Northwestern Steel Investment Negotiation Exercise" (UVA-F-1194)

Case Studies (continued)

211. "Omnibank N.A.: Northwestern Steel Investment Negotiation Exercise" (UVA-F-1195)
212. "Mirth Press, Inc." (UVA-F-1196)
213. "Northboro Machine Tools" (UVA-F-1208) (A revision of the "Westboro" and "Southboro" cases.)
214. "Paginas Amarelas" (UVA-F-1210)
215. "Rosario Acero" (UVA-F-1210) (A revision of the "Johnstown Steel" case.)
216. "Value_Merge.XLS: When and How to Use the Model" (UVA-F-1213)
217. "The Price of Success at Dow Jones" (UVA-F-1214)
218. "The Hilton-ITT Wars" (UVA-F-1217)
219. "Supplement to Symantec Corporation" (UVA-F-1239)
220. "Chrysler Corporation: Negotiations Between Daimler and Chrysler" (UVA-F-1240)
221. "Daimler-Benz A.G.: Negotiations Between Daimler and Chrysler" (UVA-F-1241)
222. "Genzyme/Geltex Pharmaceuticals Joint Venture" (UVA-F-1254)
223. "Three Active Acquirers" (UVA-F-1255)
224. "Takeover! 1997 (E): Omnigroup Corporation/Omnibank N.A." (UVA-F-1250)
225. "Takeover! 1997 (F): J.P. Hudson & Co./Hudson Guaranty Bank" (UVA-F-1251)
226. "Chase Capital Partners: Expansion in Asia" (UVA-G-0554)
227. "Printicomm's Proposed Acquisition of Digitech: Negotiating Price and Form of Payment" (UVA-F-1264)
228. "Note on Structuring and Valuing Incentive Payments in M&A" (UVA-F-1322)
229. "Kestrel Ventures LLC: August 1999" (UVA-F-1277)
230. "Fleet Financial Group/BankBoston (A): Designing the Deal" (UVA-F-1278)
231. "Fleet Financial Group/BankBoston (B): Final Terms and Valuation" (UVA-F-1279)
232. "Structuring Repsol's Acquisition of YPF S.A." (UVA-F-1282)
233. "ServerVault: 'Reliable, Secure and Wicked Fast'" (UVA-F-1304)
234. "The Transformation of Enron: 1986-2000" (UVA-G-0559M)
235. "Enron Corporation's Weather Derivatives (A)" (UVA-F-1299)
236. "Enron Corporation's Weather Derivatives (B)" (UVA-F-1300)
237. "An Introduction to the Teaching Portfolio" (UVA-G-0556)
238. "Exercises in the Strategy of Post-Merger Integration" (UVA-F-1303)
239. "Searching for Acquisitions: Some Guiding Principles" (UVA-F-1295)
240. "General Mills' Acquisition of Pillsbury from Diageo plc" (UVA-F-1326)
241. "Enron: 1986-2001" (UVA-G-0563-M)
242. "The Body Shop International 2001" (UVA-F-1349)
243. "Kota Fibres" (UVA-F-1359)
244. "Deutsche Brauerei" (UVA-F-1355)
245. "Nike Inc." (UVA-F-1353)
246. "Coke vs. Pepsi" (UVA-F-1340)
247. "Fonderia di Torino" (UVA-F-1350)
248. "Diamond Chemicals (A)" (UVA-F-1351)
249. "Diamond Chemicals (B)" (UVA-F-1352)
250. "Euroland Foods" (UVA-F-1356)

Case Studies (continued)

251. “Star River” (UVA-F-1361)
252. “Eastboro Machine Tools” (UVA-F-1360)
253. “Threshold Sports LLC” (UVA-F-1347)
254. “AMTRAK Acela Equipment Lease Financing” (UVA-F-1363)
255. “Corning Inc.: Zero Coupon Convertible Debentures” (UVA-F-1339)
256. “Yeats Valves Inc.” (UVA-F-1365)
257. “TSE International Corporation” (UVA-F-1366)
258. “This isn’t turning out the way I wanted!” (UVA-F-0562)
259. “Technical Note on Private Equity in Latin America” (UVA-F-1336)
260. “Note to the student: How to study and discuss cases” (UVA-F-1338)
261. “The M&A Pitch Book” (UVA-F-1341)
262. “Palamon Capital Investors” (UVA-F-1331)
263. “Hostile Takeovers: A Primer for the Decision-Maker” (UVA-F-1362)
264. “Global Research Platform at Allianz Dresdner Capital Management” (UVA-F-1388)
265. “UBS Global Asset Management: Capturing Alpha through Global Equity Investing” (UVA-F-1414)
266. “Hugh McColl and NationsBank: Building a National Footprint through Acquisition” (UVA-F-1398-M)
267. “Appendix to Hugh McColl and NationsBank: Building a National Footprint through Acquisition” (UVA-F-1420).
268. “The Merger of Union Bank of Switzerland and Swiss Bank Corporation (A): The Proposed Merger” (UVA-F-1421)
269. “The Merger of Union Bank of Switzerland and Swiss Bank Corporation (B): Integration Planning” (UVA-F-1422)
270. “The Merger of Union Bank of Switzerland and Swiss Bank Corporation (C): Post-Merger Experience” (UVA-F-1423)
271. “Brazilian Beer Merger Negotiations: Companhia Cervejaria Brahma S.A.” (UVA-F-1418)
272. “Appendix of Excerpted Material from Hugh McColl and NationsBank: Building a National Footprint through M&A (UVA-F-1436).
273. “The Boeing 7E7” (UVA-F-1449).
274. “The Merger of Hewlett-Packard and Compaq (A): Strategy and Valuation” (UVA-F-1450)
275. “The Merger of Hewlett-Packard and Compaq (B): Deal Design” (UVA-F-1451)
276. “The Merger of Hewlett-Packard and Compaq (C): Epilogue” (UVA-F-1452)
277. “General Electric’s Acquisition of Amersham PLC” (UVA-F-1458)
278. “Ethics in Finance” (UVA-F-1495)
279. “Warren E. Buffett, 2005” (UVA-F-1483)
280. “Bill Miller and Value Trust” (UVA-F-1481)
281. “The Battle for Value, 2004: FedEx Corp. vs. United Parcel Service, Inc.” (UVA-F-1484)
282. “The Financial Detective, 2005” (UVA-F-1486)
283. “Krispy Kreme Donuts, Inc.” (UVA-F-1479)
284. “Teletech Corporation, 2005” (UVA-F-1485)
285. “Gainesboro Machine Tools Corporation” (UVA-F-1489)

Case Studies (continued)

286. "Purinex, Inc." (UVA-F-1491)
287. "The Wm. Wrigley, Jr., Company: Capital Structure, Valuation, and Cost of Capital" (UVA-F-1482)
288. "Deluxe Corporation" (UVA-F-1492)
289. "Deutsche Bank Securities: Financing the Acquisition of Consolidated Supply S.A." (UVA-F-1494)
290. "Primus Automation, Division, 2002" (UVA-F-1487)
291. "Arcadian Microarray Technologies Inc." (UVA-F-1496)
292. "War of the Handbags": The Takeover Battle for Gucci Group N.V." (UVA-F-1473)
293. "General Electric's Proposed Acquisition of Honeywell" (UVA-F-1493)
294. "Compass Records" (UVA-F-1488)
295. "Fonderia Del Piemonte S.p.A" (UVA-F-1764) with Michael J. Schill.
296. "Warren E. Buffett, 2015" (UVA-F-1769) with Jake DuBois.
297. "America's Depression of 1784-1787 and the Advent of Nationalism" (UVA-F-1778) with Scott Miller.
298. "The Panic of 1791, Hamilton's Reports, and the Rise of Faction (A)" (UVA-F-1783) with Scott Miller.
299. "The Panic of 1791, Hamilton's Reports, and the Rise of Faction (B)" (UVA-F-1784) with Scott Miller.
300. "The Panic of 1837 and the Market Revolution in America (A)" (UVA-F-1785).
301. "The Panic of 1837 and the Market Revolution in America (B)" (UVA-F-1786).
302. "The Panic of 1837 and the Market Revolution in America (C)" (UVA-F-1787).
303. "The Panic of 1837 and the Market Revolution in America (A) and (B) (Abridged)" (UVA-F-1806).
304. "The Panic of 2008, Economic Nationalism, and Brexit" (UVA-F-1791) with Kevin Hare.
305. "The Panic of 1907 and the High Tide of Progressivism (A)" (UVA-F-1781)
306. "The Panic of 1907 and the High Tide of Progressivism (B)" (UVA-F-1782)
307. "The Panic of 2001 and Corporate Transparency, Accountability, and Trust (A)" (UVA-F-1788)
308. "The Panic of 2001 and Corporate Transparency, Accountability, and Trust (B)" (UVA-F-1789)
309. "1720: John Law and the Mississippi Bubble (A)" (UVA-F-1812) with Scott Miller.
310. "1720: John Law and the Mississippi Bubble (B)" (UVA-F-1813) with Scott Miller.
311. "The Panic of 1819 and the Second Bank of the United States" (UVA-F-1815) with Sharon Ann Murphy.
312. "The South Sea Bubble and the Rise of the Bank of England (A)" (UVA-F-1820) with Scott Miller.
313. "The South Sea Bubble and the Rise of the Bank of England (B)" (UVA-F-1821) with Scott Miller.
314. "The Panic of 1861 and the Advent of Greenbacks and National Banking (A)" (UVA-F-1822) with Michael Caires.
315. "The Panic of 1861 and the Advent of Greenbacks and National Banking (B)" (UVA-F-1823) with Michael Caires.

Case Studies (continued)

316. "Being Presidential: Advising Donald Trump" (UVA-F-XXXX) with Yael Grushka-Cockayne and Casey Lichtendahl.
317. "The Panic of 1857, the New York Clearinghouse, and the Concept of Insolvency (A)" (UVA-F-1792).
318. "The Panic of 1857, the New York Clearinghouse, and the Concept of Insolvency (B)" (UVA-F-1793).
319. "The Panic of 1857, Nationalism, and Secession (A)" (UVA-F-1802).
320. "The Panic of 1857, Nationalism, and Secession (B)" (UVA-F-1803).

Dissertations Supervised

- a. Katrina Sherrerd, *On Lease Financing and the Existence of Agency Costs of Debt*, University of Virginia, 1987.
- b. Karl-Adam Bonnier, *Management Change and Shareholder Welfare in Distressed Firms*, University of Virginia, 1986.

Ad Hoc Referee

Journal of Applied Finance, Journal of Finance, Journal of Financial and Quantitative Analysis, Journal of Money, Credit and Banking, Financial Review, Financial Management, Sloan Management Review, Journal of Financial Research, California Management Review, Global Finance Journal, Financial Practice and Education.

Awards, Recognitions and Fellowships

- | | |
|--|--|
| 1987 | Wachovia Award for Excellence, for case study, "Walt Disney Productions, June 1984" |
| 1991 | First Wachovia Award for Excellence, for negotiation exercise, "TAKEOVER!" |
| 1993 | Wachovia Award for Excellence, for case study, "Rhône-Poulenc S.A." |
| 1998 | Faculty Marshal, a recognition from Darden students for teaching excellence. |
| 1994, 1991,
1987, 1986,
and 1984 | The most recent citation states: " <i>In appreciation for your outstanding teaching and service to students, and your commitment to the entire Darden community.</i> " |
| 1992, 1994,
1996, 1998,
2000 | Cited for teaching excellence in the biannual <i>BusinessWeek Guide to the Best Business Schools</i> (New York: McGraw-Hill). |
| 1992 to
Present | Annually recognized by Darden Educational Materials services as the author of one or more "best-selling" cases by Darden. |
| 1994, 1991 | Citicorp Global Scholar. A research fellowship. |

- 1994 University of Virginia Distinguished Professor Award, designated by the faculty and administration of the University. The citation reads:
...conferred annually upon that member of the faculty who has, over a period of not less than ten years excelled as a classroom teacher, shown unusual concern for students, and made significant contributions to the life of the University....this award is primarily for the master teacher who has directed his or her efforts toward superior instruction and enrichment of life in the University
- 1994 Cited as one of 12 "Masters of the Classroom: MBAs Single Out These Professors as the Best Teachers in the World of Business" in "The B-School Profs at the Head of Their Class: Enthusiasm, Preparation and an Abiding Effort to Transfer Knowledge Set Them Apart," *Business Week*, October 24, 1994, pages 73-74.
- 1995 Outstanding Faculty Award from the State Council of Higher Education, State of Virginia. This is an award granted annually to the "exceptional faculty members from Virginia's 33 state-supported and independent colleges and universities," in recognition for "their contributions to teaching, research and public service."
- 1995 Second place, 1995 European Case Writing Competition, sponsored by European Foundation for Management Development, in the category of joint ventures and strategic alliances for "Renault-Volvo Strategic Alliance A, B, C and D" written with Robert Spekman.
- 1996 Elected to membership in the Raven Society of University of Virginia, for contributions in teaching and service to the university.
- 1996 Recognized for "Best-selling" case, "Glaxo Italia S.p.A.: the Zinnat Marketing Decision" by the European Case Clearinghouse.
- 1997 Wachovia Award for Excellence, for case study, "Renault-Volvo Strategic Alliance A, B, C and D" with Robert Spekman.
- 1998 Received "Outstanding Faculty Award" from the MBA graduating class of 1998.
- 1999 Received the "Harrison Award for Overall Teaching Excellence," given by the University of Virginia. The University Provost said, "it is rare to find a professor so capable of impressing and pleasing so high a percentage of his students. Bob's stamina and standards inspire his colleagues and students alike."

Awards, Recognitions and Fellowships (continued)

- 2002 Received “Darden’s Distinguished Case Writer Award,” given by the faculty of the Darden School. The citation reads as follows:
The Darden Graduate School of Business Administration at the University of Virginia and the Wachovia Awards Committee for Excellence in Course Materials Development is proud to award Darden’s Distinguished Case Writer Award to Robert F. Bruner for his extraordinary production of outstanding case and course materials over a prolonged period. Professor Bruner epitomizes Darden’s dedication to outstanding case writing and course development. There is no more deserving member of the Darden faculty to receive the first-ever granting of this award than Professor Bruner. For the past 20 years, his cases have benefited thousands of students around the world, bringing finance alive for both novice and the professional.
- 2002 to present Cited as one of the 50 most-downloaded authors at Social Science Research Network, out of more than 330,000 authors listed at SSRN.
http://papers.ssrn.com/sol3/cf_dev/TopAuthors.cfm.
- 2002 Recognized for “All Star Article,” by *Journal of Financial Economics* for “The Gains to Bidding Firms from Merger,” *Journal of Financial Economics* 11(1983): 121-139, written with Paul Asquith and David W. Mullins, Jr. This recognizes papers for high citation rates.
- 2003 Wachovia Award for Excellence, for case study, “Enron: 1986-2001” with Samuel Bodily.
- 2004-05 Visiting Senior Research Scholar and Fellow of the Samberg Institute for Teaching Excellence, Columbia Business School.
- 2005 Honorable Mention for *Applied Mergers and Acquisitions*, in Business, Management and Accounting Division of 2004 Professional/Scholarly Publishing Division Annual Awards Competition, Association of American Publishers. This award competition recognizes excellence and innovation in professional, scholarly, reference, book, journal and electronic publishing.
- 2006 Elected to membership in the Omicron Delta Kappa Honor Society of University of Virginia, for contributions in teaching and service to the university.
- 2006 Recognized for “Best-selling” case, “The Boeing 777,” by the European Case Clearinghouse.
- 2011 “Distinguished Eagle Scout” Award by Boy Scouts of America.
- 2011 Recognized as “Dean of the Year” by *Poets&Quants/CNN/Fortune*.

Awards, Recognitions and Fellowships (continued)

2012 “Raven Award” for Distinguished Service to the University of Virginia.

2015 Commencement speaker, University of Virginia.

Other Experience

1971-1977 U.S. Army Reserve. Honorable discharge.

1963 Eagle Scout

Family

Married, with two children.

V. 16 February 12, 2018