

## SHANE S. DIKOLLI

## EDUCATION

- 1998 **University of Waterloo**, Waterloo, Canada  
*Doctor of Philosophy (Accounting) Thesis Dissertation: “The Economic Demand for and Consequences of Contracting on Measures of the Drivers of Future Performance.” Examining Committee: Anthony A. Atkinson (Supervisor), Phelim P. Boyle, Alan V.S. Douglas, Yigal Gerchak, Raffi J. Indjejikian (External Examiner).*
- 1994 **Curtin University of Technology**, Perth, Western Australia  
*Postgraduate Diploma in Business (Accounting), with Distinction*
- 1986 **Curtin University of Technology**, Perth, Western Australia  
*Bachelor of Business (Accounting), with Distinction*

## EMPLOYMENT HISTORY

- August 2024– present, **University of Virginia Darden School of Business, Charlottesville, VA, USA**  
*Bank of America Professor of Business Administration\**
- August 2020 – July 2024, **University of Virginia Darden School of Business, Charlottesville, VA, USA**  
*Bank of America Associate Professor of Business Administration (Endowed Professorship, 3-year term, renewed for 3 years in August 2023)\**
- July 2018 – July 2020, **University of Virginia Darden School of Business, Charlottesville, VA, USA**  
*Associate Professor of Business Administration (without term)\**
- July 2013 – July 2018, **Duke University, Durham, NC, USA**  
*Associate Dean, Faculty Engagement, The Fuqua School of Business\**
- July 2010 – June 2013, **Duke University, Durham, NC, USA**  
*Associate Professor of Accounting, The Fuqua School of Business\**
- July 2006 – June 2010, **Duke University, Durham, NC, USA**  
*Assistant Professor of Accounting, The Fuqua School of Business\**
- January 2000 – May 2006, **The University of Texas at Austin, TX, USA**  
*Assistant Professor, McCombs School of Business\**
- September 1985 – December 1999, **Curtin University of Technology, Perth, Australia**  
*Tenured Lecturer, Curtin Business School*  
Appointed *lecturer* with tenure in September 1988. Held the following positions at Curtin prior to tenured academic appointment: Full-time Senior Tutor (February 1988 to August 1988); Acting University Systems Accountant (August 1987 to December 1987); Part-time Tutor (February 1987 to December 1987); and University Budgets Assistant (Sept. 1985 to July 1987).
- July 1991 – July 1992, **KPMG International Headquarters, Amsterdam, The Netherlands**  
*Consultant, Division of Management Consulting*  
Co-ordination and development of the firm's International Consulting Skills Workshop, and editorial work on the firm's International Management Consulting Approach handbook. (Curtin leave of absence)
- January 1990 – July 1990 (Curtin leave of absence), **Wilfrid Laurier University, Waterloo, Canada**  
*Visiting Assistant Professor*
- January 1982 – September 1985, **Hendry, Rae & Court, Chartered Accountants, Perth, Australia:**  
*Staff Accountant*

\* See detailed research, teaching, and service activities below.

## HONORS AND AWARDS

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### ***International Recognition***

Excellence in Reviewing Award, American Accounting Association (AAA) Financial Accounting and Reporting Section, 2022.  
 Outstanding Reviewer, AAA Management Accounting Section Midyear Meeting, 2021.  
 Outstanding Reviewer, *The Accounting Review*, 2017-2020.  
 Notable Contribution to Management Accounting Literature. 2018, with Bill Mayew & Dhananjay Nanda.  
 Recognition for Outstanding Leadership, Initiative, and Service as President. American Accounting Association, Management Accounting Section. 2018.  
 University of Melbourne Silver Medal for the 77<sup>th</sup> Annual Research Lecture to CPA Australia, 2016.  
 Best Paper, *Journal of Management Accounting Research* 2014, with Susan Kulp & Karen Sedatole.  
 Notable Contribution to Management Accounting Literature. 2014, with Christian Hofmann & Susan Kulp.  
 Glen McLaughlin Prize for Research in Accounting Ethics, 2012/13, with Bill Mayew & Thomas Steffen.  
 Best Paper, *Journal of Management Accounting Research* 2009-2011, With Christian Hofmann & Susan Kulp.  
 Bloomberg Businessweek Most Popular Business School Professors Among Top 30 Business Schools (ranked 4th overall and 1st in Accounting; August, 2011; <http://buswk.co/pquVSx>).  
 Financial Times, “Professor of the Week,” (October 14, 2011; <http://on.ft.com/pDvITT>).

### ***University of Virginia, Darden School of Business***

Bank of America Endowed Professorship (2020-2026)  
 Outstanding Faculty Award, Residential MBA Program (2020)  
 Transformational Faculty Award, Executive MBA Program (2020)  
 Transformational Faculty Award (co-recipient), Executive MBA Program (2021)  
 Faculty Marshal, Executive MBA Program (2020, 2021)  
 Last Lecture, voted by graduating students of Section A of Residential MBA Program (2020)  
 Last Lecture, voted by graduating students of the Executive MBA Program (2021)  
 Last Lecture, voted by graduating students of Residential MBA Program (2023)

### ***Duke University, The Fuqua School of Business***

Excellence in Teaching Award (Core Course), Cross Continent Executive MBA Program (2018, 2019)  
 Last Lecture Award, voted by graduating students of the Fulltime MBA class (2015, 2017)  
 Runner-Up, Innovation & Excellence in Teaching Award (Elective Course), Fulltime MBA (2013, 2014, & 2015)  
 Innovation & Excellence in Teaching Award (Elective Course), Fulltime MBA (2009, 2010, 2011, & 2012)  
 Excellence in Teaching Award (Core Course), Weekend Executive MBA Program, (2008, 2011)  
 DaimlerChrysler Award for Innovation & Excellence in Teaching (Core Course), Fulltime MBA (2007)  
 Fuqua MBA Association Term 3 Team Fuqua Leadership Award (2007)

### ***University of Texas at Austin, McCombs School of Business***

Outstanding MBA Core Professor Award, Graduate Business Council’s Graduation Awards (2005)  
 Trammel/CBA Foundation Teaching Award (2005)  
 Beta Alpha Psi Favorite Professor in Accounting Award (2005)  
 Core Faculty Honor Roll for MBA Teaching (2005, 2006)  
 Elective Faculty Honor Roll for MBA Teaching (2001-2004)  
 University Faculty Development Program SRA Award (2002)  
 Nominated for Trammell/CBA Foundation Teaching Award For Assistant Professors (2003, 2004)  
 Nominated for Best Elective Professor, Graduate Business Council’s Graduation Awards (2003, 2004)  
 Nominated for Outstanding Mentor, Graduate Business Council’s Graduation Awards (2003)

### **Other Honors & Awards**

- Asian-African Network of Schools of Accounting (ANSA) Letter of Commendation, Mauritius (1999)
- Province of Ontario, Ontario Graduate Scholarship (1997)
- University of Waterloo, Faculty of Arts, Graduate Scholarship (1997-1997)
- American Accounting Association Doctoral Consortium Fellow (1996)
- Honourable Mention, *The New Accountant* “Australian Young Accountant of the Year Award” (1993)
- R W Cooke Prize, Best Postgraduate Student in Financial Accounting (1988)
- Australian Society of Accountants’ Prize, Best Graduating Student in Accounting, Bachelor of Business (1986)
- Town & Country Western Australian Building Society & Australian Society of Accountants’ Joint Prize, Best Final Year Student, Accounting Stream (1986)
- Price Waterhouse Prize, Best Final Year Student in Accounting Subjects (1986)
- A J Butchart Prize, Best Student in Taxation 303 (1985)

### **PUBLICATIONS**

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#### **Peer-Reviewed Academic Research Journals**

1. Black, D.E., S.S. Dikolli, C. Hofmann, T. Pfeiffer, (2024) “Estimating the sensitivity of CEO pay to accounting-based performance: gross versus net measures.” *Contemporary Accounting Research*. 41(1): 255-291.
2. Dikolli, S.S., M. M. Frank, Z.M. Guo, and L.J. Lynch, (2023) “ESG Mutual Fund Voting on Executive Compensation Shareholder Proposals,” *Journal of Management Accounting Research*, 35(3): 1-24.
3. Dikolli, S.S., M. M. Frank, Z.M. Guo, and L.J. Lynch, (2022) “Walk-the-talk: ESG Mutual Fund Voting on Shareholder Proposals,” *Review of Accounting Studies*, 27(3): 864-896.
4. Dikolli, S.S., J. Heater, W.J. Mayew, and M. Sethuraman, (2021) “Chief Financial Officer Co-option and Chief Executive Officer Compensation,” *Management Science*, 67(3): 1939-1955.
5. Dikolli, S.S., T. Keusch, W.J. Mayew, and T.D. Steffen, (2020) “CEO Behavioral Integrity, Auditor Responses, and Firm Outcomes,” *The Accounting Review*, 95(2): 61-88.
6. Dikolli, S.S., V. Diser, C. Hofmann and T. Pfeiffer (2018) “CEO Power and Relative Performance Evaluation,” *Contemporary Accounting Research*. 35: 1279-1296.
7. Chen, Q., S.S. Dikolli, and W. Jiang, (2015) “Career-risk Concerns, Information Effort, and Optimal Pay-for-Performance Sensitivity,” *Journal of Management Accounting Research*, 27(2): 165-195.
8. Dikolli, S.S., W.J. Mayew, and D. Nanda, (2014) “CEO Tenure and the Performance-Turnover Relation,” *Review of Accounting Studies*, 19(1): 281-327.
9. Black, D.E., S.S. Dikolli, and S.D. Dyreng, (2014) “CEO Pay-for-Complexity and the Risk of Managerial Diversion from Multinational Diversification,” *Contemporary Accounting Research*, 31(1): 103-135.
10. Dikolli, S.S., S.L. Kulp, and K.L. Sedatole, (2013) “The Use of Contract Adjustments to Lengthen the CEO Horizon in the Presence of Internal and External Monitoring,” *Journal of Management Accounting Research*. 25(1): 199-229.
11. Dikolli, S.S., J.H. Evans III, J. Hales, M. Matejka, D.V. Moser, and M.G. Williamson, (2013) “Testing Analytical Models Using Archival or Experimental Methods,” *Accounting Horizons*. 27(1): 129-139.
12. Dikolli, S.S., C. Hofmann, and T. Pfeiffer, (2013) “Relative Performance Evaluation and Peer-Performance Summarization Errors,” *Review of Accounting Studies*. 18(1): 34-65.
13. Autrey, R.L., S.S. Dikolli, and D. P. Newman, (2010) “Performance Measure Aggregation, Career Incentives, and Explicit Incentives,” *Journal of Management Accounting Research*, 22(1): 115-131.
14. Dikolli, S.S., S.L. Kulp, and K.L. Sedatole (2009) “Transient Institutional Investors and CEO Contracting,” *The Accounting Review*, 84(3): 737-770.
15. Dikolli, S.S., C. Hofmann, and S.L. Kulp, (2009) “Interrelated Performance Measures, Interactive Effort, and Incentive Weights,” *Journal of Management Accounting Research*, 21: 125-149.

16. Dikolli, S.S., W.R. Kinney, Jr., and K.L. Sedatole, (2007) "Measuring Customer Relationship Value: The Role of Switching Cost" *Contemporary Accounting Research*, 24(1): 93-132.
17. Autrey, R.L., S.S. Dikolli, and D. P. Newman, (2007) "Career Concerns and Mandated Disclosure" *Journal of Accounting and Public Policy*, September/October, 26(5): 527-554.
18. Dikolli, S.S. and K.L. Sedatole (2007) "Improvements in the Information Content of Non-financial Forward-looking Performance Measures: A Taxonomy and Empirical Application," *Journal of Management Accounting Research*, 19: 71-104.
19. Dikolli, S.S. and I. Vaysman, (2006) "Information Technology, Organization Design, and the Choice of Transfer Pricing," with Igor Vaysman, *Journal of Accounting & Economics*, 41 (1-2): 201-234.
20. Dikolli, S.S. and I. Vaysman, (2006) "Contracting on the Stock Price and Forward-Looking Performance Measures," *European Accounting Review*, 15 (4): 445-464.
21. Bansal, H.S., G. McDougall, S.S. Dikolli, and K.L. Sedatole, (2004) "Relating E-satisfaction to Behavioral Outcomes: An Empirical Study," *Journal of Services Marketing*. 18(4): 290-303.
22. Dikolli, S.S., S.A. McCracken, and J.B. Walawski, (2004) "Audit Planning Judgments and Client-Employee Compensation Contracts," *Behavioral Research in Accounting*. 16: 45-62.
23. Dikolli, S.S. (2001) "Agent Employment Horizons and the Contracting Demand for Forward-looking Performance Measures," *Journal of Accounting Research*. 39(3): 467-480.
24. Dikolli, S.S. (2000) "The Economic Impact of Alternative Service Department Allocation Bases in a Decentralized Setting," *Asian Review of Accounting*. 8(2): 1-24.

#### ***Invited Discussions in Academic Research Journals***

25. Black, D.E., and S.S. Dikolli, (2013) "A Discussion of Divestitures of Equity by Executives and Future Equity Granting Patterns," *Journal of Management Accounting Research*, 25(1): 25-33.
26. Dikolli, S.S., (2010) "A Discussion of Non-Financial Performance Measures and Physician Compensation," *Journal of Management Accounting Research*, 22(1): 57-64.
27. Dikolli, S.S., (2008) "A Discussion of Importance of Measures of Past Performance: Empirical Evidence on Quality of E-Service Providers," *Contemporary Accounting Research*, 25(2): 339-349.

#### ***Peer-Reviewed Educational Journals***

28. Dikolli, S.S., and K.L. Sedatole, (2004) "Delta's New Song: A Case on Cost Estimation in the Airline Industry," *Issues in Accounting Education*. 19(3): 345-359.
29. Dikolli, S.S., and K.L. Sedatole, (2003) "Schlotzsky's Gourmet Deli Franchise Store," *Accounting Education: An International Journal*. 12(4): 427-436.

#### ***Peer-Reviewed Practitioner-Oriented Journals***

30. Dikolli, S.S. and G.M. Smith, (1996) "Implementing Activity-Based Costing: An Australian Feasibility Study." *Australian Accounting Review*, November: 45-55.
31. Dikolli, S.S. and G.M. Smith, (1996) "Prototyping for Effective Data Management." *Managerial Auditing Journal*, (UK) Vol. 11(1): 19-22.
32. Smith G.M. and S.S. Dikolli, (1995) "Customer Profitability Analysis: An ABC Approach." *Managerial Auditing Journal*, (UK) Vol. 10(7): 3-7.
33. Smith G.M. and S.S. Dikolli, (1991) "The Demystification of the Acronym in Management Accounting." *Accounting Forum*, (Australia) September.

#### ***Externally-Available Case Materials***

- Dikolli, S. S., Ingram-Johnson, J., (2021). *Come As You Are: The Role of Internal Financial Reporting after a Change of Leadership*. Darden Business School Publishing, Case Number: C-2447

- Dikolli, S. S., Ingram-Johnson, J., (2021). *Come As You Are: The Role of Internal Financial Reporting after a Change of Leadership (TN)*. Darden Business School Publishing, Case Number: C-2447TN
- Dikolli, S. S., Miner, M., (2022). *Work Pants Finance: The Miners Go to B-School*. Case Number: C-2453
- Dikolli, S. S., (2022). *Work Pants Finance: The Miners Go to B-School (TN)*. Case Number: C-2453TN
- Dikolli, S. S., Wright-Pruski, C., Yemen, G., (2022). *Can Zwift Disrupt Peloton's Ascent?* Case Number: C-2454

### ***Internally-Available Case Materials***

- Dikolli, S. S., Yemen, G., (2023). *Airinit: Clearing the Accounting Air*. Darden Business School Publishing, Case Number: C-2442. Darden Business School Publishing, Case Number: C-2442
- Dikolli, S.S., (2023). *Airinit: Clearing the Accounting Air (TN)*. Darden Business School Publishing, Case Number: C-2442TN

### **WORKING PAPERS**

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- “Peer-group composition, peer-performance aggregation, and detecting relative performance evaluation,” with Dirk Black and Christian Hofmann.
- “The disaggregation of, and asymmetry in, CEO pay-for-luck,” with Andrew Jackson (University of New South Wales) and Marlene Plumlee (University of Utah).
- “The disaggregation of accounting performance in relative performance evaluation,” with Andrew Jackson and Marlene Plumlee.
- “Repurposing mutual funds for sustainability.” with Mary Margaret Frank (University of North Carolina), Z. Michael Guo (Fordham University), and Luann Lynch (University of Virginia).

### **ACADEMIC GRANTS**

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- 2019 Mayo Center for Asset Management Research Grant: “Walk the Talk: Mutual Fund Voting on Sustainability-based Shareholder Resolutions,” \$16,875 (with Mary Margaret Frank, Michael Guo, and Luann Lynch).
- 2004-6 University of Texas at Austin, Faculty & Student Teams for Technology (~FAST Tex) Project Grant
- 2001 The Center for Business Measurement and Assurance Services (BMAS), University of Texas at Austin: a one year, \$25,000 subscription to Nielsen Net-Ratings and Harris Interactive Customer Satisfaction Data.
- 1999 Canadian Academic Accounting Association, "The Impact of Employee Incentive Schemes on the Design of Audit Procedures," \$4,000 (with Susan McCracken and Justin Walawski).
- 1999 Curtin Business School, Divisional Research Grant, "Measurement of Business Performance Research Program," \$10,000.
- 1999 Curtin Business School, Internal Research Fellowship, \$6,720.
- 1993 Bakewell Foods Pty Ltd, (Morley, Western Australia) Research on the implementation phase of activity-based cost management at the Morley plant, \$6,300.
- 1990 Arthur Andersen International Travel Grant, \$4,500.
- 1989 Coopers & Lybrand Research Grant, “The Effect of Activity-Based Costing on Pricing Decisions” \$600 (with Peter Robinson).

### **ACADEMIC PRESENTATIONS AND LECTURES**

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#### ***Invited Keynote Presentations***

- The Dutch Foundation for Auditing Research, 2021 International FAR Conference: Auditing -The Human Factor. “CEO behavioral integrity, auditor responses, and firm outcomes”, (virtual, June 2021).
- American Accounting Association New Faculty Consortium, “Rhythms of Accounting Academic Life”, (Landsdowne VA, February 2019, February 2020, November 2021, February 2022).
- American Accounting Association Management Accounting Section Doctoral Colloquium, “Pitching and Discussing Research: the Sequel” (with Karen Sedatole, Fort Lauderdale, January 2019).
- Research Forum on Challenges in Management Accounting and Control, University of Seville, “Management Accounting

Research Opportunities” (Closing Plenary, Seville, April 2018).

Andrew & Gail Titen Visiting Scholar Series, University of Central Florida, “Opportunities for Academic Research to Impact Business Decisions,” (Orlando, February 2018).

The 77<sup>th</sup> CPA Australia-University of Melbourne Annual Research Lecture, “Leading Indicators of Organizational Outcomes” (Melbourne, October 2016): <http://bit.ly/77thCPA-ARL>

American Accounting Association Management Accounting Section Doctoral Colloquium, 2014, 2022 (virtual).

Accounting and Finance Research Forum, University of Queensland, (<http://aff.business.uq.edu.au/>, 2013)

### ***Invited Research Presentations***

Arizona State University (2011)

Baruch College (2022)

Bocconi University (2013)

Boston University (2023, upcoming)

Brigham Young University (2001)

Brock University (2020 virtual)

Columbia University (2022 virtual, 2024)

Corporate Governance and Executive Compensation Research Series (CGECRS – 2020 virtual)

Curtin University (1999, 2010, 2011)

Duke University (2005)

Duke University and University of North Carolina Fall Camp (2012)

Emory University (2008)

Florida State University (2021 virtual)

Georgia Institute of Technology (2011) – South East Summer Accounting Research Conference (SESARC)

Georgia State University (2007)

Harvard University (2003, 2014)

Indiana University (2002, 2016, 2017)

INSEAD (2005, 2019)

Kent State University (2021 virtual)

McMaster University (2011) – Summer Accounting Research Conference

Michigan State University (2005)

Monash University (2016, 2018) – Distinguished Visitors Program

North Carolina State University (2009) – Tournaments, Contests, & RPE Conference

Ohio State University (2001)

Penn State University (2012) – Summer Accounting Research Conference

Temple University (2022)

Texas A&M University (2002)

Tilburg University (2010)

University of Alberta (2002, 2023 upcoming)

University of Amsterdam (2019)

University of Arizona (2005)

University of California, Irvine (2012)

University of Central Florida (2017)

University of Chicago (2004)

University of Colorado at Boulder (2024)

University of Colorado at Boulder– Summer Accounting Research Conference (2011)

University of Florida (2003)

University of Georgia (2024)

University of Graz (2014)

University of Illinois at Chicago (2019)

University of Illinois at Urbana Champaign (2003, 2020 virtual)

University of Iowa (2005)

University of Melbourne (1999, 2012, 2017, 2018)

University of Miami (2011, 2014, 2022)  
 University of Nebraska (2022)  
 University of New South Wales (2020 virtual)  
 University of Oklahoma (2013, co-presented with Thomas Steffen and Bill Mayew)  
 University of Rotterdam, Erasmus Research Institute of Management (2008)  
 University of South Australia (1999)  
 University of South Carolina (2017)  
 University of Southern California (2014, 2022 virtual)  
 University of Texas at Austin (1998, 2004)  
 University of Texas at Austin Spring Conference on Issues in Managerial Accounting (2006)  
 University of Utah (2009, 2017)  
 University of Technology, Sydney (2012) – Summer Accounting Research Conference (February)  
 University of Virginia (Darden) (2017)  
 University of Washington (2005)  
 University of Waterloo (1995, 1996, 1998, 2012)  
 University of Western Australia (2015)  
 University of Wisconsin (2006)  
 Virginia Commonwealth University (2024, upcoming)  
 Wake Forest University (2014)  
 Wilfrid Laurier University (2001, 2008)  
 York University (1998)

#### ***International and National Association Conference Presentations***

American Accounting Association (AAA), Auditing Section Midyear Meeting Special Forum (2001)  
 AAA, Management Accounting Section Midyear (2000-2002, 2004, 2008, 2009, 2011, 2012, 2013, 2015, 2017)  
 AAA, Annual Meeting (1999, 2000, 2002, 2003, 2005, 2006, 2008-2010, 2012)  
 American Economic Association (AEA), Annual Meeting (ASSA 2014), co-presented with Bill Mayew.  
 Accounting & Finance Association of Australia & New Zealand, Conference (1999, 2002, 2005, 2008, 2013)  
 AICPA-CGMA Teaching Symposium – “Future Proofing Management Accounting Curricular” (2023 Virtual)  
 Asian-African Network of Schools of Accounting Conference (1999)  
 Canadian Academic Accounting Association Annual Conference (2000)  
 Financial Economics and Accounting (FEA) Conference (2012)  
 Contemporary Accounting Research Conference (2006, 2014)  
 European Accounting Association Annual Conference (2010, 2012, 2013)  
 European Institute for Advanced Studies in Management Conference on Perf. Measurement (2001)  
 Global Management Accounting Research Symposium (2005, 2012)  
*Journal of Management Accounting Research* Conference (2010, 2013, 2023)  
 National Association of Chief Executive Officers (2011)  
 Partnership in International Management Conference (Beijing, China, 2013; St Gallen, Switzerland, 2014)

#### ***Invited Special Lectures, Presentations, & Panels***

AAA Annual Meeting, Panel on Interactive Teaching – Moderator and Panelist (2013)  
 AAA Annual Meeting, Panel on Testing Analytical Models Using Archival and Experimental Data – Moderator (2011)  
 AAA Annual Meeting, Panel on Dynamic Incentives (2010) AAA-MAS Mid-Year Meeting (2016), Panel on Teaching.  
 AAA-MAS Mid-Year Meeting (2017), Panel on Paradigmatic Diversity in Management Accounting Research.  
 AICPA CGMA Virtual Teaching Symposium (2023), Panel on Futureproofing Management Accounting Education.  
 AON Hewitt Radford – “Research on Relative Performance Evaluation” (2011)  
 Chartered Institute of Management Accountants (CIMA) Melbourne, invited workshop, “How Do Personal Traits Affect your Career and Corporate Outcomes?” (2016).  
 Deakin University, “Accounting Academic Life” and “Observations on Publishing in The Accounting Review” (2021).  
 Duke University, Fuqua School of Business, “Business and Bagels”, Outreach Presentation (2017).  
 Duke University, Live Chat Forum “Fuqua Faculty Conversations,” (2012): <http://bit.ly/liveFFCchat>

Duke University, School of Engineering, Masters of Engineering Management Program (2008)

Duke University, Smart Woman Securities, Duke Chapter, Financial Statement Analysis (2013, 2017)

Georgia State University, “Analytical Managerial Accounting Research” for PhD students (2007)

Global Equity Organization Annual Conference, “How to Optimize Company Performance” (2014), Panelist.

Global Equity Organization Annual Conference, “Leading Indicators of Organizational Performance Based on Academic Research” (2016), Senior Leaders Roundtable, Session IV presentation.

Global Equity Organization Annual Conference, “Peer Pressure: The Art of Selecting Comparators in the World of Equity” (2016), Session 2.6, Panelist.

Global Equity Organization Annual Conference (2016), “Q&A with Academics”, Session 1.7, Panelist.

Hendry Rae and Court (now Grant Thornton), Perth, Western Australia (1994)

Hitachi Foundation, Washington, DC, “Academic Research on Managerial Personality Traits” (2012)

Institute of Management Accountants Annual Case Conference, Invited Case Presentation (2018, 2020 virtual, 2021 virtual)

Metropolitan College, Kuala Lumpur, Malaysia (1999)

Minne Analytics: People Analytics Conference, “Information, Obfuscation, and Prevarication: Leading Indicators of Organizational Performance Outcomes”, (March 2016) Keynote speech, Minneapolis.

Monash University, “Gnarly Issues in Management Accounting Research” Faculty Seminar (2016) PAC-10 Doctoral Consortium (2004)

Securities and Exchange Commission, “Honoring One’s Word: CEO Integrity and Accruals Quality”, co-presented with Bill Mayew (2013)

University of Melbourne, Presentations in Special Topics Accounting Ph.D. seminar (2015-2019, 2020 virtual)

University of Melbourne Williams Center for Learning and Development, “Five Core Teaching Beliefs” (2017)

University of Rotterdam, International Research in Management Accounting and Control (2008)

University of Texas at Austin - ITESM PhD Candidates (2001)

University of Texas at Austin Undergraduate Business Council Faculty Research Series (2005)

University of Texas at Austin, New Faculty Teaching and Orientation Workshop (2001-2005)

University of Texas at Austin, Experienced Faculty Teaching Symposium (2002)

University of Waterloo, “Research Issues in Management Accounting” for PhD students (2012)

University of Western Australia, Business Leader’s Luncheon, “Innovations in Leading Indicators of Organizational Performance” – Invited Speaker (July 2015)

Vaco Raleigh, Continuing Professional Education (CPE) Seminar for Members of the North Carolina Association of Certified Public Accountants (May 2015)

Yale School of Management and the Millstein Center for Corporate Governance and Performance “Creating Value for the Long-term” Academic Roundtable (2007).

***Invited Presentations of Conference Discussions (Non-Published)***

American Accounting Association (AAA) Annual Meeting, (2007, 2009, 2011-2014, 2016).

AAA Management Accounting Section Mid-Year Meeting, (2011, 2013-2014, 2016)

Global Management Accounting Research Symposium (GMARS), (2010, 2013 East Lansing; 2012 Copenhagen; 2014 Sydney)

University of Colorado Summer Accounting Research Conference, (2019)

University of Utah Winter Accounting Conference, (2013 – two papers; 2014, 2017) Salt Lake City UT

AAA Auditing Section Mid-Year Meeting, (2001), Houston TX.

***Brownbag Presentations***

Duke University, Fuqua School of Business, Summer Brown Bag series (2008, 2011)

Duke University, Fuqua School of Business, Accounting Mini Brown Bag (2009, 2010, 2012)

University of Texas at Austin, Department of Accounting (2001, 2005)



## TEACHING ASSIGNMENTS

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### ***University of Virginia, Darden School of Business***

Accounting for Managers I, Core course in Residential MBA (Fall 2018-2023)

Accounting for Managers II, Core course in Executive MBA (Winter 2019-2022 & 2024, co-taught in 2021-2022 with Justin Hopkins)

Strategic Costing, Elective course in Residential MBA (Winter 2021, Winter 2024)

Strategic Costing, Elective course in Executive MBA (Winter 2022-2024)

Darden Worldwide Course – Australia, Elective course in Residential MBA (Winter 2020, Spring 2023, Spring 2024)

Darden Global Residency Course – Australia, Elective course in Executive MBA (Winter 2022, Summer 2023, Summer 2024).

Darden Worldwide Course – The Role of Local Culture on Business in Japan and Australia (Spring 2021, co-taught with Marc Modica and Shizuka Modica).

### ***Duke University, Fuqua School of Business***

Elective Course in Managerial Accounting, Daytime MBA (Spring 2008-2009, Fall 2010-2017, Spring 2015- 2016)

Core Course in Managerial Accounting, Weekend Executive MBA (2011, 2014), co-taught with Robert Ashton.

Core Course in Managerial Accounting, Weekend Executive MBA (Winter 2016), co-taught with Jennifer Francis.

Elective Course in Managerial Accounting, Daytime MBA (Spring 2010), co-taught with Scott Dyreng.

Core Course in Managerial Accounting Cross-Continent Executive MBA (Summer 2017 and Summer 2018).

Core Course in Managerial Accounting, Weekend Executive MBA (Winter 2008).

Core Course in Managerial Accounting, Daytime MBA (Spring 2007).

Advanced Topics in Accounting, PhD Program (2016), co-taught with Scott Dyreng and Bill Mayew.

### ***University of Texas at Austin, McCombs School of Business***

Core Course in Managerial Accounting, Daytime MBA Program (2005, 2006)

Core Course in Managerial Accounting, Honors BBA Program (2005)

### ***Curtin University of Technology, School of Accounting***

Introductory Managerial Accounting Undergraduate BBus Program (1993, 1994)

Intermediate Managerial Accounting, Undergraduate BBus Program (1988-1991, 1993-1994, 1999)

Advanced Managerial Accounting, Undergraduate BBus Program (1988-1990)

Advanced Managerial Accounting, Postgraduate Business (Accounting) Program (1993, 1999)

Accounting Information Systems, Undergraduate BBus Program (1991)

Financial Accounting Theory, Undergraduate BBus Program (1989)

### ***Wilfrid Laurier University, School of Business & Economics***

Introductory Cost Accounting BBA Program (1990)

## DOCTORAL STUDENT SUPERVISION

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### ***Thesis Dissertation Co-Chairperson***

Romana L. Autrey, University of Texas at Austin (Co-chair, placed at Harvard University)

- Institute of Management Accountants Outstanding Doctoral Dissertation Award, First Place, 2006

### ***Thesis Dissertation Committee Membership***

Patrick Badolato, Duke University (placed as Visiting Assistant Professor, University of Texas at Austin)

Dirk Black, Duke University (placed at Tuck Business School, Dartmouth College)

Chris Calvin, Duke University (placed at University of Dayton)

Eric Chan, University of Pittsburgh (placed at the University of Texas at Austin)

Kirill Novoselov, University of Texas at Austin (placed at Hong Kong University of Science and Technology)

Kevin Ow Yong, Duke University (placed at Singapore Management University)

Mani Sethuraman, Duke University (places at Cornell University)  
 Thomas Steffen, Duke University (placed at Yale University)  
 Kristy Towry, University of Texas at Austin (placed at Emory University)

***Summer Research Project Advisor***

Romana Autrey, University of Texas at Austin (2003)  
 Dirk Black, Duke University (2010, 2011)  
 Kirill Novoselov, University of Texas at Austin (2004)  
 Thomas Steffen, Duke University (2011)  
 Mani Sethuraman, Duke University (2013)

SCHOLARLY ACADEMIC SERVICE

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***Editorships***

Editor, *The Accounting Review* (2020-2023)  
 Editor, *Journal of Management Accounting Research* (2016-2018)  
 Editor, *Accountability in a Sustainable World Quarterly* (2022- )  
 Associate Editor, *Journal of Management Accounting Research* (2013-2015)  
 Ad hoc Senior Editor, *The Accounting Review* (2021-2023)  
 Ad hoc Editor, *Contemporary Accounting Research* (2014-2020)

***Editorial Board Memberships***

*Accounting and Finance* (2012- )  
*Accounting, Organizations and Society* (2012- )  
*Contemporary Accounting Research* (2012-2020)  
*European Accounting Review* (2014-2019)  
*Journal of Management Accounting Research* (2004-2006, 2010-2012, 2019-)  
*Management Accounting Research* (2015- )  
*The Accounting Review* (2011-2020, 2023-)

***Academic Journals & Conferences Ad-hoc Reviewer***

*Abacus*  
*Accounting and Finance*  
*Accounting Horizons*  
*Accounting Organizations and Society*  
*The Accounting Review*  
*Asian Review of Accounting*  
*Behavioral Research in Accounting*  
*Contemporary Accounting Research*  
*Economic Inquiry*  
*European Accounting Review*  
*Journal of Accounting and Public Policy*  
*Journal of Business Ethics*  
*Journal of Management Accounting Research*  
*Journal of Accounting Research*  
*Management Accounting Research*  
*Management Science*  
*Marketing Science*  
*Review of Accounting Studies*  
*International Journal of Accounting Auditing and Performance Evaluation*

Annual Meeting of the American Accounting Association (AAA)  
 Mid-Year Meeting of the Management Accounting Section of the AAA  
 Mid-Year Meeting of the Financial Accounting & Reporting Section of the AAA

#### PROFESSIONAL ACADEMIC SERVICE

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##### ***American Accounting Association Management Accounting Section***

Member, Future of Management Accounting Education Committee  
 Past-President (2018/19)  
 President (2017/18)  
 President-Elect (2016/17)  
 Member, Strategic Advisory Board (2015-2017, 2019)  
 Chair, Lifetime Contribution to Management Accounting Award (2020)  
 Chair, Nominations Committee (2019)  
 Chair, Jim Bulloch Award for Innovations in Management Accounting Education Committee (2014)  
 Invited Senior Faculty Panelist, Doctoral Colloquium of the AAA Management Accounting Section (2017)  
 Resident Faculty, Doctoral Colloquium of the AAA Management Accounting Section (2008)  
 Committee Memberships

- Lifetime Contribution to Management Accounting (2018, 2019)
- Annual Meeting Best Paper Award (2010)
- Best Early-Career Researcher in Management Accounting Award (2012)
- Dissertation Award (2007, 2008, 2014)
- Jim Bulloch Award for Innovations in Management Accounting Education Award (2012, 2013)
- Mid-Year Meeting Best Paper Award (2007, 2008, 2013)

##### ***American Accounting Association (AAA)***

Chair, *The Accounting Review* Mission Statement Committee (2021-2022)  
 Management Accounting Section Representative on the American Accounting Association Council (2021-2024)  
 Co-Chair, AAA New Faculty Consortium (2015)  
 AAA New Faculty Consortium Committee (2014, 2018-2020)  
 Invited Senior Faculty Panelist, AAA New Faculty Consortium (2016-2024)  
 Doctoral Dissertation Awards for Innovative Research in Accounting Education Committee (2016/17)

##### ***Other***

Invited participant to PricewaterhouseCoopers Accounting Symposium (2003, 2005-2007)  
 Resident Faculty, Doctoral Consortium of the Accounting Association of Australia and New Zealand (2002).  
 National Conference Chair, "Maximising Profitability Through Total Cost Management" Sydney, Australia (1994).

#### INSTITUTIONAL ACADEMIC SERVICE

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##### ***University of Virginia Darden School of Business***

Executive MBA Program Curriculum Committee (2018-2022)  
 Executive MBA Program Global Taskforce (2018)  
 Research, Course Development, and Doctoral Policy Committee (2019- )  
 Return to Grounds Planning Taskforce (Executive MBA, 2020)  
 COVID-19 Academic Content Working Group Committee  
 Residential Program Section E Faculty Coordinator (2019-2021)  
 Residential Program Section D Faculty Coordinator (2023- )  
 Chair, Accounting Faculty Search Committee (2023/24)  
 Faculty Search Committee (2022 Ethics; 2023 Quantitative Analysis; 2022-2023 Accounting)

Invited classroom speaker, Darden School of Business

- Prospective students, Executive and Residential MBA programs (2019 - 2023)
- Darden Diversity Conference (2020)
- BBSA/HAND Case for Inclusion Conference (2020)

Independent Study Supervision (2020-2023: 10 students, 21 credit hours)

### ***Duke University***

Presentation of “Insights from Recent Research on the Economic Consequences of Managerial Characteristics,” with Jennifer Francis

- Duke Alumni, Barcelona July 2012
- Duke Alumni Relations (DAR) Board of Directors, October 2012

Committee Member, Masters Project, Sanford School of Public Policy

- Maria Ruatto (2012)
- Luis Spradley (2016)

Mentor, North Carolina School of Science and Math Mentorship Program

- Abby (Wen) Wu – “Are CEO facial trait evaluations associated with labor market outcomes?” (2011)
- Alice Huang – “Why do CEOs tweet?” (2012)

### ***Fuqua School of Business at Duke University***

“Fuqua Faculty on the Move” – Informational event for prospective students and Alumni,

- New York, October 2012-2014
- Washington, DC, December 2012
- Paris, France, May 2013
- Los Angeles and San Francisco, October 2013, 2014
- Sao Paulo, Brazil, August 2015

Academic Presentation to Fuqua School of Business Alumni, Annual Reunion Weekend, 2014-2017.

Creator and presenter of inaugural episode of “Fuqua Faculty Conversations” (2012) <http://bit.ly/FFCdikolli>

Member, Diversity Working Group, Fuqua School of Business (2015/16-2017/18)

Member, Fuqua School of Business Sakai Learning Management System Faculty Committee (2012)

Member, Paired Principles Awards Committee (2016/17)

Co-Chair, Daytime Student Experience Project (2013)

Co-ordinator, Duke Fuqua MBA Student Liaison Program (2014-2017)

“Why Give to the Fuqua Annual Fund?” Video short, <http://bit.ly/FSBAFdikolli> (2012)

Weekend MBA Classroom Experience – Video short, [www.youtube.com/watch?v=Ki33W\\_4mZf4](http://www.youtube.com/watch?v=Ki33W_4mZf4) (2014)

Fuqua Finance Practitioner’s Group – Fuqua Faculty research presentation (2014)

Invited speaker, The Fuqua School of Business

- Minority Alumni Advisory Board (2015)
- Health Care Alumni Advisory Board (2015)
- Duke MBA Daytime Program Orientation (2008, 2013 – 2015) and Re-Orientation (2014 – 2016)
- Duke MBA LGBT Weekend (2015)
- Veterans Symposium (2016)

Invited classroom speaker, The Fuqua School of Business:

- Black and Latino MBA Organization Prospective Students Weekend (2008, 2009, 2010)
- Blue Devil Weekend (2007, 2009, 2010, 2013, 2014, 2016, 2017)
- Duke MBA Daytime Cole Leadership Fellows Program (2012)
- Duke MBA Daytime Program, Round 1 Invited Interviewees Weekend (2011)
- Duke MBA Weekend for Women (2007, 2008, 2013)
- Duke MBA Family Weekend (2010, 2015)
- Duke University Graduate School, “Teaching in management-related programs: what PhD students need to know,” Workshop 2 (March 12, 2012).

## ENGAGING WITH PRACTICING MANAGERS

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### **Board Service**

Director, Institute of Management Accountants' Research Foundation (2013-present)

Member, Board of Advisors, KRW Research Institute (<http://bit.ly/pCiDoE>, 2010-2015, 2021- )

Member, Advisory Board, SharpRank (September 2024 - )

### **Collaborations**

KRW Research Institute – Presentations, Data Analysis, and Research for [Return on Character Investments ETF](#) (2022)

### **Executive Education**

Across three clients, sessions on Measuring Individual Performance; Strategic Costing; Linking Financial Reporting to Strategy; Financial Decisions (2022, 2023)

### **Media Mentions**

*Law.com*, "[Is Apple CEO's Pay Cut a Turning Point for Executive Compensation?](#)" by Chris O'Malley, February 1, 2023.

*UVA Darden Ideas to Action*, "[Quantifying the Quality of Integrity: CEOs, Auditors, and Outcomes](#)" by Michael Blanding, July 21, 2021.

*The Darden Report*, "[Accounting Can Change Lives: UVA Darden Professor Will Convince You Why](#)" by Jen A. Miller, July 2, 2021.

*Poets and Quants For Execs*, "[Favorite Professors of the Executive MBA Class of 2020](#)" by Jeff Schmitt, October 11, 2020.

*Virginia Business*, "[Nothing to complain about: Average Va. CEO pay fell in 2019, but the top earner still made \\$21.37 million](#)" by Carol Hazard, September 28, 2020.

*Poets and Quants*, – "[2020 MBAs to Watch: Bryce Istvan, University of Virginia \(Darden\)](#)" by Jeff Schmitt, May 30, 2020.

*AgendaWeek*, – "[The CEO-CFO relationship hits executive comp](#)" by Stephanie Forshee, December 10, 2019.

*CFO.com*, – "[CEO pay is higher when the CFO is newly hired](#)" by David McCann, December 9 2019.

*Newswise.com*, – "[The CEO-CFO relationship and executive compensation](#)" by Michael Blanding, December 6, 2019.

*CFODive.com*, – "[CEOs make more money when they hire their CFOs](#)" by Robert Freedman, CFODive.com, December 5 2019.

*Wall Street Journal*, – "[CEOs' compensation climbs if they appoint CFO, research suggests](#)," by Mark Maurer, December 4 2019.

*The Darden Report*, – "[Low integrity CEOs cost firms money](#)," May 9 2019.

*Fuqua Insights*, – "[Low-integrity CEOs cost firms money](#)," by Erin Medlyn, May 1 2019.

*Triangle Business Journal*, – "[Duke study: Much shorter leash for CEOs with short tenure](#)," by Jason deBruyn, September 15 2015.

*npr.org Marketplace*, – "[The ins and outs of 'zero-based budgeting'](#)," by Nancy Marshall-Genzer, March 27 2015.

*In the Black (Australia)*, – "Mentor Corner: Two-way street," by Paul Robinson, January 2013: 70-71.

*Bloomberg Businessweek*, – "[Muddy Olam call spurred by rule seen as ambiguous](#)," by Yurly Humber and Lydia Mulvaney, November 26, 2012.

*Bloomberg Businessweek*, – "[Best B-School Road Trip: Fuqua School of Business](#)," November 15, 2012.

*In The Black (Australia)*, – "[Shane Dikolli CPA](#)" by Aeve Baldwin, September 17, 2012.

*Mondagmorgen (Denmark)*, – "[Toplederens personlighed kan aflæses i årsregnskabet](#)," (Translation from Danish: "Chief executive's personality is reflected in the financial statements.") September 3, 2012.

*Triangle Business Journal*, – "['Clawbacks' on deck next for public concerns](#)," by C. Bagley, May 25, 2012.

*The Sunday Times (London)*, – "Beginner's Guide to Winning Over Boards," by Carly Chynoweth, April 29, 2012.

*The Bottom Line (Canada)*, – "[Rival Group Worries Bar Set Too Low](#)," by J. Grinstein, March 2012.

*Financial Times* – FT Lexicon, [Five Key Terms Defined](#): October, 2011.

*Financial Times*, – "[Something For the Weekend](#)," September 9, 2011.

*PRNewswire*, – "[CEOs with Less Tenure Far More Likely to be Fired for Poor Performance Than Longer-Term](#)

[Counterparts](#),” September 6, 2011.

*Wall Street Journal*, – “[New CEO? Watch Out](#),” September 6, 2011.

*Bloomberg Businessweek*, – “Most Popular Profs at Top Business Schools,” August, 2011.

*Bloomberg Businessweek*, – “[The Five Best B-School Profs You’ve Never Heard Of](#),” Popularity Issue, August 2011.

*Financial Times*, –[Ten Questions, Melissa Bates](#): June 28 2011.

### **Podcasts**

*The Stakeholder Podcast*, “[Shane Dikolli](#)” Hosted by Ed Freeman (May, 2022)

*CEO Uncovered* “[Shane Dikolli](#)” Hosted by Ashley Henschel (October 2021)

*UVA Darden Ideas to Action*, “[The Secrets of CEO performance and integrity hidden in accounting data](#)” Hosted by Sean Carr, in partnership with Batten Institute (September, 2021).

*Coffee & Banter Podcast*, “[With Shane – On His Unique Teaching Style and Meat Pies](#)” Hosted by Fisayo Olaifa (July 2021).

*Work Pants Finance Podcast*, “[Passion, Compassion, and the Importance of Grit](#)” Hosted by Matthew Miner (March 2021).

### **PROFESSIONAL MEMBERSHIPS**

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Fellow of CPA Australia (Certified Practising Accountants)

Member, American Accounting Association

Member, Canadian Academic Accounting Association

Member, European Accounting Association

Member, Institute of Management Accountants (USA)