

CURRICULUM VITAE
FOR
SHEEHAN, Norman T.
Department of Accounting

1. PERSONAL

Date of birth: May 7, 1963

2. ACADEMIC CREDENTIALS

B.Comm (with Distinction), University of Alberta, 1985

MBA (with Honours), BI Norwegian School of Management, 1994

Ph.D (Strategy), BI Norwegian School of Management and Copenhagen Business School, 2002

3. OTHER CREDENTIALS

CMA, The Society of Management Accountants of Alberta, 1988

CGA, Certified General Accountants Association of Saskatchewan, 2005

4. APPOINTMENT(S) AND PROMOTION(S) (U OF S)

Associate Professor, Without Tenure, July 2001-June, 2002, Department of Management and Marketing

Associate Professor, Without Tenure, July 2002-June 2007, Department of Accounting

Associate Professor, Tenured, July 2007-present, Department of Accounting

5. ASSOCIATE MEMBERSHIPS

Nil

6. LEAVES

Sabbatical leave, 2008-2009, Institute for Strategy and Logistics, BI Norwegian School of Management, Oslo Norway.

30 September 2011

7. HONOURS (MEDALS, FELLOWSHIPS, PRIZES)

MBA Top Student, BI Norwegian School of Management, 1994

Canadian Academic Accounting Association's Short Case Award, 2002 (1st Place, \$500 Award) (with Tammi Feltham and Fred Phillips)

Canadian Academic Accounting Association's Howard Teall Innovation in Accounting Education Award, 2005 (1st Place, \$500 Award)

Canadian Academic Accounting Association's Howard Teall Innovation in Accounting Education Award, 2008 (1st Place, \$500 Award) (with Edward Gamble)

Canadian Academic Accounting Association's Case Competition Winner (1st Place, \$500 Award), 2008

Canadian Academic Accounting Association's Howard Teall Innovation in Accounting Education Award, 2010 (2nd Place, \$250 Award) (with Ganesh Vaidyanathan)

IMA Educational Case Journal Competition Winner, 2011 (1st Place, \$2000 Award) (with Ganesh Vaidyanathan)

IMA Educational Case Journal Competition Winner, 2011 (2nd Place, \$1000 Award) (with Kay Keels)

AICPA Mark Chain/FSA Teaching Innovation Award, 2011 (Honourable Mention) (with Kay Keels)

8. PREVIOUS POSITIONS RELEVANT TO U OF S EMPLOYMENT

Financial Analyst and Financial Accountant, Luscar Ltd., Edmonton, Alberta, 1985-1990

Divisional Controller, Golden Star Resources Ltd., Georgetown, Guyana and Paramaribo, Surinam, 1992-1993

Corporate Controller, Petroleum Geo-Services ASA, Oslo, Norway, 1994-1996

Research Assistant, BI Norwegian School of Management, 1996-2000

Assistant Professor in Strategy, BI Norwegian School of Management, Sept.-Dec. 2000

9. TEACHING RECORD

9.1 SCHEDULED INSTRUCTIONAL ACTIVITY

30 September 2011

YEAR	COURSE	TYPE	ENRL	YIH	YCSH
2010-11	Comm 438.3, Mgmt Control	Lec	77	39.0	3003
	Comm 413.3, Issues in Acc	Lec	57	39.0	2223
	MPAcc 801.3, Strategy	Lec	84	39.0	3276
	MBA 828.3, Capstone	Lec	33	39.0	1287
	Acc 400.6, Acc Honor's	Sem	1	78.0	78
2009-10	Comm 438.3, Mgmt Control	Lec	64	39.0	2496
	MPAcc 801.3, Strategy	Lec	76	39.0	2964
	MBA 828.3, Capstone	Lec	34	39.0	1326
2007-08	Comm 438.3, Mgmt Control	Lec	71	39.0	2769
	MPAcc 801.3, Strategy	Lec	67	39.0	2613
2006-07	Comm 438.3, Mgmt Control	Lec	75	39.0	2925
	MPAcc 801.3, Strategy	Lec	70	39.0	2730
2005-06	Comm 438.3, Mgmt Control	Lec	65	39.0	2535
	MPAcc 801.3, Strategy	Lec	65	39.0	2535
2004-05	Comm 438.3, Mgmt Control	Lec	66	39.0	2574
	MPAcc 801.3, Strategy	Lec	64	39.0	2496
	Acc 823.3 PhD Mgmt Acctg	Sem	3	19.5	59
2003-04	Comm 438.3, Mgmt Control	Lec	67	39.0	2613
	MPAcc 801.3, Strategy	Lec	63	39.0	2457
2002-03	Comm 438.3, Mgmt Control	Lec	115	39.0	4485
	MBA 802.3, Mgmt Acctg	Lec	9	39.0	351
	Comm 498.3, e-Commerce	Lec	29	39.0	1131
2001-02	Comm 438.3, Mgmt Control	Lec	104	39.0	4056
	MBA 856.3, e-Commerce	Lec	18	39.0	702

9.2 UNSCHEDULED INSTRUCTIONAL ACTIVITY

While on sabbatical in 2008-2009 at the BI Norwegian School of Management, I taught a Management Control course to part-time Executive MBAs, full-time MBAs, and Master of Science students.

9.3 POSTGRADUATE STUDENTS SUPERVISED OR ON THEIR COMMITTEE

Ph.D Advisory Committee Member, Monica Adeler, Ph.D Candidate in Interdisciplinary Studies, Transactions and Co-operative Memberships, 2004-present. In progress.

Ph.D Advisory Committee Member, Glen Kobussen, Ph.D Candidate in Accounting, Balanced Scorecard Implementation, 2003-2010. Candidate withdrew from Ph.D program in January 2010.

MSc Thesis Committee Member, Marvin Soderberg, MSc in Accounting, The Balanced Scored: Structure and Use in Canadian Companies, 2002-2006. Successfully completed April 2006. Co-authored paper published in 2011.

30 September 2011

9.8 TEACHING AWARDS OR RECOGNITIONS RECEIVED

ICAA First Year Teaching Excellence Award for MPAcc 801, 2011 (\$1500 Award sponsored by the Chartered Accountants of Alberta Education Fund)

Provost's Award for Outstanding College Teaching at the Edwards School of Business, 2011 (\$2000 Award sponsored by University of Saskatchewan)

ICAA First Year Teaching Excellence Award for MPAcc 801, 2009 (\$1500 Award sponsored by the Chartered Accountants of Alberta Education Fund)

10. THESES SUPERVISED

Nil

11. BOOKS, CHAPTERS IN BOOKS, EXPOSITORY AND REVIEW ARTICLES

Nil

12. PAPERS IN REFEREED JOURNALS

ACCEPTED:

Sheehan, N.T.*, G. Vaidyanathan. 2010. Dr. PC: A Multi-Media Management Control Exercise, *Accounting Perspectives*, forthcoming.

Soderberg, M., **S. Kalagnanam***, N. T. Sheehan, G. Vaidyanathan. 2011. When is a Balanced Scorecard A Balanced Scorecard? *International Journal of Productivity and Performance Management*, forthcoming in 60(7).

PUBLISHED:

Othman, R.*, N. T. Sheehan. 2011. Value Creation Logics and Resource Management: A Review. *Journal of Strategy and Management*, 4(1), pp. 5-24.

Sheehan, N. T.*, C. B. Stabell. 2010. Reputation as a driver of activity level analysis: Reputation and competitive advantage in knowledge intensive firms. *Corporate Reputation Review*, 13(3), pp. 198-208.

Sheehan, N. T. 2010. A Risk-Based Approach to Strategy Execution. *Journal of Business Strategy*, 31(5), pp. 25-37.

Sheehan, N. T.*, E. Gamble. 2010. JetFighter: An Experiential Value Chain Exercise. *Journal of Management Education*, 34(2), pp. 224-248.

30 September 2011

- Sheehan, N. T.** 2009. Turnaround and Down with Richard Brown: EDS 1999-2003. *IMA Educational Case Journal*, 2(3), pp. 1-12 (plus 13 page teaching note). Translated into simplified Chinese by ECCH Case Clearing House in 2011.
- Sheehan, N. T.***, N. J. Foss. 2009. Exploring the Roots the Porter's Activity-Based View. *Journal of Strategy and Management*, 2(3), pp. 240-260.
- Sheehan, N. T.** 2009. Smith & Jones LLP: Charting a Path to the Future. *Accounting Perspectives*, 8(2), pp. 165-180 (plus a 12 page teaching note).
- Sheehan, N. T.***, G. Vaidyanathan. 2009. Using a Value Creation Compass to Discover "Blue Oceans". *Strategy & Leadership*, 37(2), pp. 13-20.
- Sheehan, N. T.***, G. Vaidyanathan, S. Kalagnanam. 2009. A Balanced Scorecard for State U's Facilities Management Division? *Accounting Perspectives*, 8(1): 69-83 (plus a 17 page teaching note).
- Sheehan, N.T.** 2009. Making Risk Pay: The Board's Role. *Journal of Business Strategy*, 30(1): pp. 33-39.
- Sheehan, N. T.** 2008. Enticing Employees to Lie: Using Role Play to Understand and Mitigate Unintended Consequences of Budgeting. *Accounting Perspectives*, 7(2), pp. 165-173 (plus a 16 page teaching note).
- Sheehan, N. T.** 2007. The Coffee Pot: A Management Control Exercise. *Journal of Accounting Education*, 25(4), pp. 193-206.
- Sheehan, N. T.***, N. J. Foss. 2007. Enhancing the Prescriptiveness of the Resource-Based View Through Porterian Activity Analysis. *Management Decision*, 45(3), pp. 450-461.
- Sheehan, N. T.***, C. B. Stabell. 2007. Discovering New Business Models for Knowledge Intensive Firms. *Strategy & Leadership*, 35(2), pp. 22-29.
- Sheehan, N. T.** 2006. Want to Improve Strategy Execution? Simons Says Levers. *Journal of Business Strategy*, 27(6), pp. 56-64.
- Sheehan, N. T.***, C. B. Stabell. 2006. Reputation and Value Creation in Search Shops. *Service Industries Journal*, 26(6), pp. 597-613.
- Sheehan, N. T.** 2006. Understanding How Resources and Capabilities Impact Performance: Actively Applying the Resource-Based View in the Classroom. *Journal of Management Education*, 30(3), pp. 421-430.
- Sheehan, N. T.** 2005. Why Old Tools Won't Work in the "New" Knowledge Economy. *Journal of Business Strategy*, 26(4), pp. 53-60.

30 September 2011

Sheehan, N. T.*, G. Vaidyanathan, S. Kalagnanam. 2005. Value Creation Logics and the Choice of Management Control Systems. *Qualitative Research in Accounting and Management*, 2(1), pp. 1-28.

Carter, J.*, N. T. Sheehan, 2004. From Competition to Cooperation: E-tailing's Integration with Retailing. *Business Horizons*, 47(2), pp. 71-78.

Feltham, T. S., **F. Phillips***, N. T. Sheehan. 2003. The Same Difference? A Transfer-Pricing Case. *Issues in Accounting Education*, 18(1), pp. 93-99 (plus a 7 page teaching note).

13. PAPERS IN NON-REFEREED JOURNALS

ACCEPTED:

Nil

PUBLISHED:

Sheehan, N.T. 2011. Risk-Based Strategy: Integrating Strategy Maps, Management Controls and Risk, Parts 1-3, *AICPA Business Brief*, The Business, Industry and Government Team. Published on the AICPA website (http://www.aicpa.org/interestareas/businessindustryandgovernment/resources/erm/downloadable/documents/risk_based_strategy_part_1_52711.pdf). This article is a practitioner version of my 2010 *Journal of Business Strategy* article "A Risk-Based Approach to Strategy Execution"

Sheehan, N. T.*, G. Vaidyanathan. 2007. The Path to Growth. *The Wall Street Journal, Business Insight: The Journal Report, A Joint Venture with MIT Sloan Management Review*, Sat, 03 Mar, pp. R8. Published online by *MIT Sloan Management Review* (sloanreview.mit.edu/wsj/insight/strategy/2007/03/03/01/)

Stabell, C. B.*, Sheehan, N.T. 2001. Competitive Advantage in Petroleum Exploration, *Oil & Gas Journal*, 23 April, 99(17), pp. 30-36.

14. INVITED PAPERS/ABSTRACTS IN PUBLISHED CONFERENCE PROCEEDINGS

Sheehan, N.T. 2011. Integration in Accounting Education – Discussant Comments, *Leveraging Change—The New Pillars of Accounting Education*, I.R. Wiecek and G. Beal (eds), CICA Canada and University of Toronto, pp. 109-113.

15. CONTRIBUTED (NON-INVITED) PAPERS/ABSTRACTS IN PUBLISHED CONFERENCE PROCEEDINGS

Nil

30 September 2011

16. TECHNICAL REPORTS RELEVANT TO ACADEMIC FIELD

Sheehan, N. T. 1998. A Note on the Upstream Petroleum Industry: Adding Oil Reserves in The North Sea. Norwegian School of Management Research Report 7/1998.

17. BOOK REVIEWS

Nil

18. INVITED LECTURES (OUTSIDE THE U OF S) AND INVITED CONFERENCE PRESENTATIONS

Keels, J.K., N.T. Sheehan. 2011. Jensen Pharma: A Governance Role Play, CAAA Learning Strategies Exchange, May, Toronto, Presented by N.T. Sheehan.

Sheehan, N.T. 2011. Mapping Your Way to Success, 2011 Leadership Conference, May, Saskatoon, Presented by N.T. Sheehan

Sheehan, N.T. 2010. Integration in Accounting Education – Discussant Comments, Leveraging Change —The New Pillars of Accounting Education Conference, CICA, Toronto, November, Presented by N.T. Sheehan.

Sheehan, N.T., G. Vaidyanathan. 2010. Dr. PC: A Multi-Media Management Control Exercise, CAAA Learning Strategies Exchange, May, Vancouver, Presented by N.T. Sheehan.

Sheehan, N.T. 2009. Improving Strategic Implementation Capabilities, 4th Annual CMA/CAM-I Summit, October, Calgary. Presented by N.T. Sheehan.

Sheehan, N.T. 2009. Using Value Creation Logics to Find New Blue Ocean Strategies for Your Firm, AICPA Controllers Workshop West, July, Las Vegas. Presented by N.T. Sheehan.

Sheehan, N.T. 2009. A Risk-Based Approach to Designing Management Control Systems, AICPA Controllers Workshop West, July, Las Vegas. Presented by N.T. Sheehan.

Sheehan, N.T., N.J. Foss. 2009. Using the “Other” Penrose to understand internal sources of competitive heterogeneity, Institute for Strategy and Logistics, BI Norwegian School of Management, April, Oslo. Presented by N.T. Sheehan.

Sheehan, N. T. 2008. Blue Ocean Strategy, Affinity Credit Union’s Strategy Planning Session, May, Saskatoon. Presented by N.T. Sheehan.

30 September 2011

Sheehan, N. T. 2007. Blue Ocean Strategy, Saskatoon Society of Fundraising Executives Conference, November, Saskatoon, Saskatchewan. Presented by N.T. Sheehan.

Sheehan, N. T., G. Vaidyanathan. 2007. The Path to Growth: Business Growth Strategies in a Changing Market, Saskatoon Chapter of the Society of Management Accountants, April, Saskatoon, Saskatchewan. Presented by G. Vaidyanathan.

Sheehan, N. T. 2005. Paper Planes and Budgets, Canadian Academic Accounting Association, June, Quebec City, Quebec. My written submission was chosen by the CAAA as the winner of the CAAA Innovation in Accounting Award, and I was asked to present at their annual conference. Presented by N.T. Sheehan.

Sheehan, N. T. 2004. New Strategy Tools for Technology Companies, Saskatchewan Advanced Technology Association, February, Saskatoon, Saskatchewan. Presented by N.T. Sheehan

Sheehan, N. T. 2002. Business Strategy, Saskatoon Chapter of the Society of Management Accountants, April, Saskatoon, Saskatchewan. Presented by N.T. Sheehan.

Sheehan, N. T. 2000. Reputation and Value Creation in the Upstream Petroleum Industry, March, University of Calgary, Calgary. Presented by N.T. Sheehan.

19. CONTRIBUTED (NON-INVITED) PAPERS/ABSTRACTS AT CONFERENCES

Sheehan, N.T., G. Vaidyanathan. 2011. Dr. PC: A Multi-Media Management Control Exercise, American Accounting Association Annual Meeting, August, Denver, CO, Presented by N.T. Sheehan.

Keels, J.K., N.T. Sheehan. 2011. Jensen Pharma: A Governance Role Play, American Accounting Association Annual Meeting, August, Denver, CO, Presented by N.T. Sheehan

Sheehan, N.T. 2010. Using Role Plays to Understand and Manage Control System Benefits and Costs, OBTC 2010: Teaching Conference for Management Educators, June, Albuquerque, NM, Presented by N.T. Sheehan.

Sheehan, N.T., G. Vaidyanathan. 2010. Dr. PC: A Multi-Media Management Control Exercise, OBTC 2010: Teaching Conference for Management Educators, June, Albuquerque, NM, Presented by N.T. Sheehan.

Sheehan, N.T., N.J. Foss. 2009. Using the Other Penrose to Understand Internal Sources of Competitive Heterogeneity, Strategic Management Society's 29th Annual International Conference, Washington, DC. Presented by N.T. Sheehan.

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- Sheehan, N.T. 2009. A Risk-Based Approach to Designing Management Control Systems, Strategic Management Society's 29th Annual International Conference, Washington, DC. Presented by N.T. Sheehan.
- Sheehan, N. T., G. Vaidyanathan. 2008. Using a Value Creation Compass to Discover Blue Oceans, October, Strategic Management Society's 28th Annual International Conference, Cologne. Presented by N.T. Sheehan.
- Sheehan, N.T., E. Gamble. 2008. JetFighter: An Experiential Value Chain Exercise, CAAA Annual Conference, May, Winnipeg. Presented by N.T. Sheehan.
- Soderberg, M., S. Kalagnanam, G. Vaidyanathan, N. T. Sheehan. 2007. The Balanced Scorecard: Structure and Use in Canadian Companies. Performance Measurement Conference, September, Nice. Presented by S. Kalagnanam.
- Soderberg, M., S. Kalagnanam, G. Vaidyanathan, N. T. Sheehan. 2007. The Balanced Scorecard: Structure and Use in Canadian Companies. American Accounting Association Annual Meeting, Chicago. Presented by S. Kalagnanam.
- Soderberg, M., S. Kalagnanam, G. Vaidyanathan, N. T. Sheehan. 2006. The Balanced Scorecard: Structure and Use in Canadian Companies. Performance Management Association Conference, July, London. Presented by S. Kalagnanam.
- Sheehan, N. T., N. J. Foss. 2005. Enhancing the Prescriptiveness of the Resource-Based View: Addressing Priem and Butler's Critique Through Porterian Activity Analysis. Strategic Management Society's 25th Annual Conference, October, Orlando. Presented by N. T. Sheehan.
- Sheehan, N. T., G. Vaidyanathan. 2005. Business Models Viewed Through a Value Logic Lens: Some Conceptual Insights. Strategic Management Society's 25th Annual Conference, October, Orlando. Presented by G. Vaidyanathan.
- Sheehan, N. T., C. B. Stabell. 2005. Business Models for Knowledge Intensive Firms: Positioning of Diagnosis, Search and Design Shops. Academy of Management Conference, August, Hawaii. Presented by N. T. Sheehan.
- Sheehan, N. T. 2005. Exploring the Roots of Porter's Activity-Based View: Where Did the Value Chain Originate? Academy of Management Conference, August, Hawaii. Presented by N. T. Sheehan
- Sheehan, N. T., G. Vaidyanathan, S. Kalagnanam. 2005. A Balanced Scorecard for State U's Facility Management Division? Case and Teaching Note. ASAC, May, Toronto. Presented by S. Kalagnanam.

30 September 2011

Sheehan, N. T., G. Vaidyanathan, S. Kalagnanam. 2005. Value Creation Logics: Viewing management control through a different lens. Management Accounting Section Mid-Year Conference, January, Scottsdale. Presented by G. Vaidyanathan.

Sheehan, N. T. 2005. Coffee Pot: An introductory management control case. Case and Teaching Note. Management Accounting Section Mid-Year Conference, January, Scottsdale. Presented by N. T. Sheehan.

Sheehan, N. T., G. Vaidyanathan, S. Kalagnanam. 2004. Value Creation Logics: Viewing management control through a different lens. Management Control Systems Research Conference. July, Edinburgh. Presented by N. T. Sheehan.

Sheehan, N. T. 2003. PaperScape: Actively Applying Concepts from the Resource-Based View in the Classroom. Strategic Management Society, November, Baltimore. Presented by N. T. Sheehan.

Sheehan, N. T., A. Bjertnaes. 2001. Can We Apply 'Old' Strategic Frameworks to Firms in the 'New' Economy? Strategic Management Society, October, San Francisco. Presented by N. T. Sheehan.

Sheehan, N. T., C. B. Stabell. 2000. Reputation as a Driver of Value Generation in Knowledge-Intensive Service Firms: An empirical study in petroleum exploration shops. 4th Annual Conference on Corporate Reputation, Identity and Competitiveness, May, Copenhagen. Presented by N. T. Sheehan.

Stabell, C. B., N. T. Sheehan, O. Fjeldstad. 1999. Reputation, Tangible Assets and Governance in Problem-Solving Firms: Differential strategic positioning options for search, diagnosis and design shops. Nordic Business Conference, August, Helsinki. Presented by N. T. Sheehan. Strategic Management Society, October, Berlin. Presented by C. B. Stabell.

20. PATENTS GRANTED

Nil

21. RESEARCH GRANT AND CONTRACT INFORMATION

\$2,000 Edwards School of Business, Conference Grant, 2010/11

\$2,000 Edwards School of Business, Conference Grant, 2009/10

\$2,500 Edwards School of Business, Conference Grant, 2009/10

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\$2,500 Edwards School of Business, Conference Grant, 2008/9

\$1,500 Edwards School of Business, Conference Grant, 2007/8

\$2,000, College of Commerce, Conference Grant, 2005/6

\$2,000, College of Commerce, Conference Grant, 2005/6

\$2,000, College of Commerce, Conference Grant, 2004/5

\$2,000, College of Commerce, Conference Grant, 2003/4

\$1,200, College of Commerce, Conference Grant, 2001/2

22. ARTISTIC EXHIBITIONS OR PERFORMANCES

Nil

23. PROFESSIONAL PRACTICE

Competency Area Expert, *Strategic Management*, CMA Canada, 2008-present

Reviewer, *IMA Educational Case Journal*, 2010-2011 (one case)

Reviewer, Case Section of *Accounting Perspectives*, 2006-2011 (six cases)

Organizer and Moderator, Canadian Academic Accounting Association Annual Conference, Overcoming Evaluation Challenges in Accounting Education, Toronto, May 2011

Organizer and Moderator, Canadian Academic Accounting Association Annual Conference, Overcoming Content Challenges in Accounting Education, Toronto, May 2011

Coach, JDC West ESB Business Strategy Team, 2007-2008, 2009-2011

Coach, ICBC, ESB Business Strategy Team, 2011-2012

Panel Member, Canadian Academic Accounting Association Annual Conference, Elements of a Great Case, Vancouver, May 2010

Organizer and Moderator, Canadian Academic Accounting Association Annual Conference, Challenges in Accounting Education, Vancouver, May 2010

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- Reviewer, Canadian Academic Accounting Association Annual Conference, Management Accounting Section, February 2010 (three papers)
- Reviewer, Administrative Sciences Association of Canada Annual Conference, Strategy Section, February 2010 (two papers)
- Reviewer, *Service Industries Journal*, 2009-2010 (two papers)
- Reviewer, *Journal of Management Education*, 2007-present (five cases)
- Reviewer, Administrative Sciences Association of Canada Annual Conference, Accounting Section, March 2007 (one paper)
- Reviewer for the Management Accounting Section Annual Conference, November 2006 (one case)
- Editorial Board Member and Reviewer for *Journal of Accounting Case Research*, 2005-2006 (two cases)
- Senior Moderator in the CMA Canada (Saskatchewan) Strategic Leadership Program September 2005-December 2006 (four Interactive Sessions)
- Reviewer for the CAAA Case Competition, April 2006 (four cases)
- Reviewer, Administrative Sciences Association of Canada Annual Conference, Accounting Section, March 2006 (one paper)
- Reviewer for the Academy of Management Annual Conference, Business Policy and Strategy Section, 2001, 2002, 2003, 2004, 2005 (13 papers)
- Reviewer for AAA Management Accounting Section Annual Research and Case Conference, September 2005 (one paper)
- Examiner for CMA Canada (Saskatchewan) Mod 7 Board Presentations, 2002, 2003, 2005, 2008 (18 groups)
- Reviewer for Administration Sciences Association of Canada Annual Conference, Strategy Section, 2004 (two papers)
- Reviewer for R&D Management Special Issue on Innovation and Intangible Assets, January 2004 (one paper)
- Discussant, Case Session, Management Accounting Section Research Conference, Miami, January 2004 (one case)

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Senior Moderator in the CMA Canada (Saskatchewan) Strategic Leadership Program
September 2002-December 2003 (five Interactive Sessions)

External Examiner, Master of Science Theses, BI Norwegian School of Management,
January and February, 2002 (two theses)

24. CONSULTING WORK UNDERTAKEN

CMA Alberta, Using Strategy Maps for Risk-Based Strategy Execution, C-Suite Series,
June 2011, Calgary, Alberta.

CMA Canada, Reviewed Management Accounting Guidelines, April-June, 2010, Toronto.

BAS, Facilitated a Performance Management Workshop for SK Regional Colleges on
Using the BSC in the SK Regional College System, October, 2010, Saskatoon.

CMA Alberta, Facilitated a session on Strategy Formulation and Strategy Mapping,
Executive CMA Program, December 2010, Calgary, Alberta.

BAS, Riverside Golf and Country Club, Strategic Planning Facilitator, March-June 2010,
Saskatoon.

CMA Alberta, Facilitated a session on Strategy Formulation and Strategy Mapping,
Executive CMA Program, December 2009, Calgary, Alberta.

CMA Canada, Wrote four Management Accounting Practice Statements, (External
Environmental Scan, Internal Environmental Scan, Blue Ocean Strategy,
Formulating Mission and Vision Statements), June 2009.

CMA Canada, Wrote three Management Accounting Practice Statements (Identifying
Risk, Managing Risk and Doing Effective Presentations), April-May 2008.

CMA Alberta, Facilitated a session on Blue Ocean Strategy, Executive CMA Program,
November, Edmonton 2007, Alberta.

CMA Canada, Updated the CMA Competency Map Entrance Exam Requirements to
reflect the CMA Competency Map (Strategic Management, Performance
Measurement, Risk Management and Governance), November-December 2006.

CMA Alberta. Facilitated a session on Blue Ocean Strategy, Executive CMA Program,
December, Edmonton 2006, Alberta.

CMA Canada, Updated CMA Canada's Strategic Leadership Program to reflect the newly
adopted CMA Competency Map, April-May 2006.

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CMA Canada, Wrote an Examination Case for Strategic Leadership Program (Kootenay Cycles) (co-authored with Ganesh Vaidyanathan), March-April, 2006.

CMA Manitoba. Facilitated a session on Improving Profitability Through Strategic Execution, Executive CMA Program, February 2005, Winnipeg, Manitoba.

25. DEPARTMENTAL AND COLLEGE COMMITTEES

College Review Committee, Member, July 2009-present

Graduate Chair, Department of Accounting, July 2009-June 2011

College Research Committee, Member, July 2005-June 2008

College of Commerce Scholarship Committee, Chair, July 2002-June 2005

Department of Accounting Curriculum Review Committee, Member, 2004

26. UNIVERSITY COMMITTEES

Member, School of Architecture Business Case Subcommittee (Chair: Lee Swanson), May-October 2010

27. PROFESSIONAL AND ASSOCIATION OFFICES AND COMMITTEE ACTIVITY OUTSIDE UNIVERSITY

Member, CAAA Education Committee (Chair: Jamison Aldcorn), 2011-2012

Member, CAAA Education Committee (Chair: Sandy Hilton), September 2007-June 2008 and 2009-2011

Member, CMA Canada Committee (Chair: Glenn Feltham) to review its Management Accounting Practice Statements, Fall 2007

Member, CMA Competency Map Development Task Force, CMA Canada, (Chair: Theresa Libby), 2005-2006

Member, CMA Competency Map Framework Committee, CMA Canada, (Chair: Glenn Feltham), 2004-2005

Elected Member, Provincial Council, Society of Management Accountants of Saskatchewan, 2003-2005

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Member, Continuing Professional Development and Learning Committee, Society of Management Accountants of Saskatchewan (Chair Martin McInnis, CMA), 2003-2004

28. PUBLIC AND COMMUNITY CONTRIBUTIONS

UNIVERSITY RELATED:

Dean's Designate/Chair for Ph.D Defence, Jonathon Bath, Dept of English, October 2009

Community Tax Preparation Programme, Department of Accounting, Faculty Volunteer, 2002, 2003, 2004, 2007, 2008, 2011

NOT UNIVERSITY RELATED:

Chair, Audit and Risk Committee, FirstSask Credit Union, 2007-8

Chair, CEO Compensation Committee, FirstSask Credit Union, 2007-8

Member, Governance Committee, FirstSask Credit Union, 2007-8

Elected Board Member, FirstSask Credit Union, 2007-8

Chair, Audit Committee, Saskatoon Credit Union, 2006

Elected Board Member, Saskatoon Credit Union, 2005-2006

Member, Audit, HR and CEO Compensation, and Nominating Committees, Saskatoon Credit Union, 2005-2006

29. EXTENSION PUBLICATIONS AND ACTIVITIES

Facilitator in Business Advisory Services' (BAS) Management Development Programs:

BAS Effective Executive Program (*Red and Blue Ocean Strategy and Mapping and Implementing Strategy*), Waskesiu, June 2011

BAS Financial Management for Non-Financial Managers Program (*Risk Management*), Saskatoon, March 2011

EBAC Facilitator, *Blue Ocean Strategy*, Saskatoon, February 2011

ECMA Boot Camp, (*Management Control, Governance and Risk Management, Revenue Models, and Performance Measurement*), Saskatoon, November 2010

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BAS Effective Executive Program (*Red and Blue Ocean Strategy and Mapping and Implementing Strategy*), Waskesui, June 2010

ECMA Boot Camp, (*Management Control, Governance and Risk Management, Revenue Models, and Performance Measurement*), Saskatoon, November 2009

ECMA Boot Camp, (*Management Control, Governance and Risk Management, and Performance Measurement*), Saskatoon, November 2008

BAS Workshop for University Advancement (*Performance Measurement*), Saskatoon, November, 2008.

BAS Effective Executive Program (*Strategy Analysis and Implementation and Blue Ocean Strategy*), Waskesiu, June 2008

BAS Friday Seminar Series (*Business Strategy Implementation and Performance Measurement*), Saskatoon, April 2008

ECMA Boot Camp, (*Management Control, Governance and Risk Management, and Performance Measurement*), Saskatoon, November 2007

BAS Effective Executive Program (*Strategy Analysis and Implementation and Blue Ocean Strategy*), Waskesiu, June 2007

BAS Friday Seminar Series (*Blue Ocean Strategy*), Saskatoon, February 2007

ECMA Boot Camp, (*Management Control Systems in Action*), Saskatoon, November 2006

BAS Effective Executive Program (*Strategy Analysis and Improving Implementation*), Waskesiu, June 2006

BAS Effective Executive Program (*Tough Decisions Simulation*), Waskesiu, June 2005

BAS Management Development Program (*Formulating Winning Strategies*), Saskatoon, October 2004