

**JEFF REINKING**  
Ph.D. Candidate  
Kenneth Dixon School of Accounting  
University of Central Florida  
4000 Central Florida Boulevard  
Orlando FL, 32814

## EDUCATION

**Ph.D. in Business Administration - Accounting**, University of Central Florida, expected graduation in Summer 2013.

**Dissertation Title:** The diffusion of digital dashboards: an examination of dashboard utilization and the managerial environment.

**Study #1:** This study investigates why dashboards have been diffused to the lower levels of today's organizations. The primary focus of this study is to develop an understanding about the extent of dashboard utilization by decision-makers and the antecedents and consequences of utilization that is responsible for the widespread acceptance of this technology. The data for this study is collected and analyzed through an explanatory cross-sectional field study utilizing semi-structured questionnaires. Using data from interviews with 27 managers, a framework is developed that indicates strategy alignment and dashboards associated with interactive management control are the primary antecedents that drive dashboard diffusion, which leads to higher levels of managerial performance and organizational performance.

**Study #2:** The second study utilizes the IS Success Model to explore the impacts of the antecedents of dashboard system quality and dashboard information quality on the managerial decision environment in addition to the resulting consequences or 'net benefit' of managerial performance and organizational performance. A field survey is used to collect data from 391 dashboard using managers to enable the analysis of the relationships predicted in the theoretical model. The theoretical model is analyzed utilizing PLS. The results show that two dimensions of dashboard quality, system flexibility and information currency, have a positive effect on the managerial decision environment. The model indicates support for the consequences of managerial performance and organizational performance resulting from higher levels of decision quality in the managerial decision environment. The model also reveals that when the dashboard measures are strategy aligned, lower levels of dashboard system flexibility are associated with improved managerial decision environment.

**Study #3:** As dashboards become highly diffused and more managers utilize the technology, the likelihood that dashboard designers cannot provide dashboard content that fits the tasks performed by managers is higher. The third study investigates this fit between dashboard information content and task uncertainty to understand if the fit between the technology and task is impacting the extent of dashboard utilization by managers based on the theory of task-technology fit (TTF). TTF predicts higher levels of utilization will increase user satisfaction and managerial performance. Data is collected from 391 managers that utilize dashboards in their weekly work life to analyze the relationships predicted in the

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theoretical model. PLS is utilized to analyze the theoretical model and indicates weak support of TTF impacting the extent of dashboard utilization. The model supports the hypotheses for the links between the extent of dashboard utilization and user satisfaction and managerial performance. A second model measures TTF through the mediation of task uncertainty between dashboard information content and the extent of dashboard utilization, while the first model measured TTF through interacting task uncertainty and dashboard information content. The results of the second model show strong support that TTF, as measured through mediation, increases the extent of dashboard utilization.

**Research Interests:** Strategy, Management Control Systems, Managerial Accounting Information and the Interaction with Technology, Budgeting, and Digital Dashboard Technologies.

**Master of Business Administration,** Stetson University, 2008

**Bachelor of Science,** Florida Southern College, 1990

## RESEARCH ACTIVITIES

### PUBLICATIONS AND ACCEPTANCES

#### Refereed Journals:

Sutton, S.G., J. Reinking, and V. Arnold. (2011). "On the Use of Grounded Theory as a Basis for Research on Strategic and Emerging Technologies in Accounting." *Journal of Emerging Technologies in Accounting*. Vol. 8, 45-63.

#### Book Chapters:

Reinking, J., (2011). "Contingency Theory in Information Systems Research." in *Information Systems Theory: Explaining and Predicting our Digital Society*, Y.K. Dwivedi, Wade, M.R. and Schneberger, S.L. (ed.) Springer Science & Business Media, NY, NY, Vol. 1, 247-263.

#### Other Publications:

Reinking, J. (2009). "Prospect Theory." *Theories Used in IS Research*. York University Wiki Website. [http://www.fsc.yorku.ca/york/istheory/wiki/index.php/Prospect\\_theory](http://www.fsc.yorku.ca/york/istheory/wiki/index.php/Prospect_theory).

### WORKING PAPERS

"Antecedents and consequences of early adoption of emergent technologies: The IT revolution" (with Vicky Arnold and Steve G. Sutton) *Working Paper: University of Central Florida*.

"Family firm corporate social responsibility and their performance." (with Sean Robb and Robin Roberts) *Working Paper: University of Central Florida*.

## **PRESENTATIONS AND PROCEEDINGS**

“The impact of task uncertainty and digital dashboard information content on managerial decision support: An extension of cognitive fit theory.” *Dissertation Proposal for Study #3: University of Central Florida*

- Presented by Jeff Reinking at the American Accounting Association Mid-Year Information Systems Conference, Fort Lauderdale, January 2013

“Antecedents and consequences of early adoption of emergent technologies: The IT revolution.” (with Vicky Arnold and Steve G. Sutton) *Working Paper: University of Central Florida*.

- Presented by Jeff Reinking at the American Accounting Association Annual Conference, Washington D.C., August 2012

“Family firm corporate social responsibility and their performance.” (with Sean Robb and Robin Roberts) *Working Paper: University of Central Florida*

- Presented by Jeff Reinking at the American Accounting Association Annual Conference, Denver, August 2011
- Presented by Jeff Reinking at the UCF Graduate Research Forum, March 2011.

## **CLASSES TAUGHT**

ACG 2021 Financial Accounting – Spring 2012 and Fall 2012 (Latest Student Evaluation of 4.63 out of 5.00)

## **PROFESSIONAL SERVICES**

- Editorial Assistant – *Behavioral Research in Accounting* (AAA Section Journal) – January 2011 – April 2013.
- “The affordable health care act & what it means for your small business.” Presented and participated as a panel discussant for Seminole State College’s Center for Economic Development, January 2013
- Paper Discussant (Social Media), American Accounting Association Annual Conference, Washington D.C., August 2012
- Paper Discussant (Prediction Markets), American Accounting Association Annual Conference, Washington D.C., August 2012
- Graduate student representative on Endowed Professorship 5 Year Renewal Committee for Dr. Vicky Arnold, Summer 2011
- Graduate student representative on Endowed Professorship 5 Year Renewal Committee for Dr. Steve Sutton, Summer 2011
- Ad hoc manuscript review for International Conference on Information Systems 2012, June 2012.
- Ad hoc manuscript review for American Accounting Association 2012 Annual Conference, February 2012.
- Ad hoc manuscript review for American Accounting Association 2011 Annual Conference, February 2011.
- Ad hoc manuscript review for *Advances in Accounting Behavioral Research*, January 2011.
- Ad hoc manuscript review for *Advances in Accounting Behavioral Research*, December 2010.

## Jeff Reinking

- Ad hoc manuscript review for *Accounting and the Public Interest Journal*, December 2010.
- Ad hoc manuscript review for *Accounting and the Public Interest Journal*, November 2010.
- Chapter review for *Information Systems Theory: Explaining and Predicting our Digital Society (Book)*, September 2010.
- Ad hoc manuscript review for The 2010 International Symposium on Accounting Information Systems, April 2010.
- Attendance in invited speaker presentations, University of Central Florida, 2009 - Current
- Small Business Advisor, University of Central and Disney Entrepreneur Center - Small Business Development Council, 2006 - Current
- Small Business Advisor, Seminole State University - Small Business Development Council, 2012 - Current

## CONFERENCE PARTICIPANT

- American Accounting Association Information Systems Mid-year Conference – Doctoral Consortium, Fort Lauderdale, FL; Jan. 2013
- Accounting, Behavior, and Organizations Conference and Deloitte Doctoral Consortium, Atlanta, GA; October 2012
- American Accounting Association Annual Meeting, Washington, D.C., August 2012
- Public Interest Mid-Year Conference – Doctoral Consortium, Orlando, FL; March 2012
- Accounting, Behavior, and Organizations Conference and Deloitte Doctoral Consortium, Kansas City, MO; October 2011
- American Accounting Association Annual Meeting, Denver, CO; August 2011
- American Accounting Association Management Accounting Mid-year Conference – Doctoral Consortium, Atlanta, GA; Jan. 2011
- Accounting, Behavior, and Organizations Conference and Deloitte Doctoral Consortium, Denver, CO; October 2010
- American Accounting Association Annual Meeting, San Francisco, CA; August 2010
- International Symposium on Accounting Information Systems, Orlando, FL; May 2010
- Congress on Social and Environmental Accounting Research, Orlando, FL; Jan. 2010

## PROFESSIONAL EXPERIENCE

### **KHS&S CONTRACTORS**

**1994 to 2008**

Built a successful career of achievement and a minority ownership position with the second-largest commercial interior/exterior finishes subcontractor in the United States, generating over \$400 million in annual revenue.

Senior Vice President, Operations, Orlando, FL (2003 to 2008)

Directed construction operations performed by East Coast divisional offices in Florida, New Jersey, and Texas. Provided hands-on leadership to 7 Divisional Managers responsible for management of over 1,000 union and non-union employees and annual generation of \$150 million annual revenue.

Jeff Reinking

Chief Financial Officer, Anaheim, CA (2000 to 2003)

Established and managed operational standards for financial and administrative departments supporting 5 divisional offices within the Western United States. Full accountability for monthly interim/annual audited financial reports; cash management; overall construction contract and budget administration; AP/AR; payroll; purchasing; information systems; and budgeting. Negotiated and maintained labor agreements with 40 different union, settled grievances, and managed all aspects of legal compliance and litigation.

Assistant Chief Financial Officer, Anaheim, CA (1999)

Project Manager, Orlando, FL (1994 to 1999)

Executed all facets of construction project management, including coordinating work with general contractor, managing budget, maintaining schedules, and customer satisfaction. Largest individual project managed was \$9 million for Universal Studios.

**SUNTRUST BANK – ORLANDO, FL**

**1990 to 1994**

Residential Loan Officer

Managed the residential loan program for corporate clients and relocating employees. Cultivated new business opportunities through presentations to corporate clients to educate them on residential lending products and services.

**PROFESSIONAL AFFILIATIONS**

American Accounting Association – Management Accounting Section  
Institute of Management Accountants  
Florida Institute of CPA's