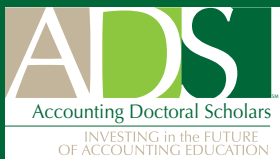




# Annual Review 2009-10



Accounting Doctoral Scholars Program

## LETTER FROM THE AICPA FOUNDATION PRESIDENT ANNUAL REVIEW 2009-10

The Accounting Doctoral Scholars Program represents a continuing and significant long-term investment in the future of the CPA profession. The program's mission is to increase the pool of academically qualified auditing and tax faculty at United States universities with recent public-accounting experience. The goal is to ensure that there is ample talent entering the profession.

Public-accounting firms, corporations and other employers of CPAs have invested significant resources to improve their ability to attract, develop and retain talented people. However, there is a significant and growing shortage of accounting doctoral faculty, particularly in auditing and tax. The increasingly complex global economy and capital markets create a need to provide accounting students with a balanced education that blends the expertise and perspectives of both academicians and practitioners. Talent development and world-class research will not happen without an adequate supply of talented accounting academicians.

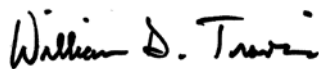
The AICPA Foundation, in collaboration with our valued sponsors and key stakeholders, has taken a lead role to help address the looming shortage of accounting faculty. Collectively, our sponsors have committed nearly \$17 million to help fund 120 incremental Ph.D. candidates in auditing and tax. Our sponsors include 70 of the nation's largest CPA firms, 47 state CPA societies, the AICPA, 39 participating universities and several other organizations. Our key stakeholders and the drivers

of the program include Doyle Williams, our executive director, members of the Advisory Council, and others who support this council. We want to thank all of our sponsors and stakeholders for their leadership, passion and commitment to this program. Collectively, we are demonstrating the collaborative power of the profession.

To achieve our vision, the support of the universities and the quality of the scholars is critical. We have the participation and commitment of 39 of the best accounting programs in the U.S. Additionally, the quality of the applicants and the 56 scholars placed to date has exceeded all expectations. We thank all of you.

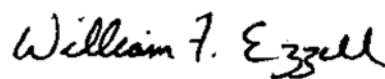
We both are dedicated to the success of this investment. We are excited about the potential impact of this program to enhance the sustainability of the profession. We also are excited that the program gives members of our profession the chance to pursue an exciting and rewarding career in academia. We are proud of the AICPA Foundation's success and deeply appreciate the work of our Board of Trustees. We collectively have worked to advance the science of accountancy, develop and improve accountancy education, and benefit the public by supporting financial education, ethical business behavior and a culturally diverse accounting profession. We hope you will take the time to learn more about our profession's foundation and the successful initiatives we support on behalf of the profession. We welcome your support.

Sincerely,



**William D. Travis, CPA**  
President  
AICPA Foundation

Sincerely,



**William F. Ezzell, CPA**  
Immediate Past President  
AICPA Foundation

## MESSAGE FROM THE ADS PROGRAM EXECUTIVE DIRECTOR

The second year of the Accounting Doctoral Scholars Program has been exciting and rewarding. The second annual review of the ADS Program, shows the positive outcomes and success of the largest initiative in United States history to address the shortage of doctoral accounting faculty.

As we entered this second year, we faced several unknowns and risks. Would the first class of ADS Program Scholars successfully make the transition from practice to the classroom in their first year of study? Given the less-than-desirable economic climate, would funding hold for the program? Now that a first class of outstanding program candidates had been recruited, would there be a sufficient pool of high-quality applicants for a second class of recruits? Now that 27 incremental slots in doctoral programs had been filled, would there be sufficient slots in tax and auditing at participating universities for a second class of ADS Program Scholars? Would the available slots at participating universities match the applicants' choices?

In the following pages of this report, you will learn how each challenge facing the program successfully was met. Key program metrics and second-year results also are presented.

Not only do we recognize the outstanding financial support of the ADS Program Sponsors making the program possible, but we also recognize their continued vigorous efforts in recruiting from the profession a second class of outstanding program applicants. As in the first year, accounting doctoral directors at several non-participating and participating universities attributed their increase in both the quantity and quality of their applicant pool for university-funded slots to the ADS Program. Without a doubt, the recruiting efforts of firms stimulated increased interest among practicing CPAs in making a career change to the classroom.

During this second year of the ADS Program, Bill Ezzell's term as president of the AICPA Foundation ended. Over the last four years, Bill has devoted an extraordinary effort in securing funding and support for the program. In recognition of these outstanding results and his positive impact on the accounting profession, we congratulate Bill on receiving the AICPA's highest honor—the Gold Medal. Even though Bill has moved on to address other challenges facing the profession, he has continued his zeal for the ADS Program by continuing to recruit sponsors and assisting the program on every front.

I am pleased to report that Bill Travis has taken on the mantle of president of the AICPA Foundation. Bill also is deeply committed to the work of the ADS Program and ensuring its continued success. We look forward to an exciting and productive third year for the ADS Program.

Sincerely,



**Doyle Z. Williams, Ph.D.**

Executive Director

Accounting Doctoral Scholars Program

## PROGRAM ORIGINS AND DEVELOPMENT

"I remember sitting at dinner with a colleague after leading a training session at the firm where I worked and was asked what my future plans were. After thinking about it a moment, I said that I would really like to go back to school and get a Ph.D. in accounting, but that it didn't seem a financially viable option since I had a small family. The next day, our firm sent out a daily communication announcing the ADS program and I began to contemplate the idea more. A little over a year later, I'm now living my dream of becoming a professor and will be in a position to influence the profession and many future members of the profession through teaching and research. I couldn't be more excited."

— **Timothy Seidel**  
**2010 ADS Program Scholar**

The Accounting Doctoral Program was developed from a series of AACSB International and the American Accounting Association reports spanning from 2003 to 2008 by identifying a significant and growing shortage of accounting doctoral faculty. Demographic data of current faculty indicated a significant increase in faculty retirements in the next decade, leading to an even greater future shortage of academically qualified accounting faculty. To respond to these reports, Bill Ezzell, the president of the AICPA Educational Foundation, established an ad-hoc advisory committee to help identify how to address the growing threat to the supply of future talent to the public-accounting profession.

Following on the work of the ad-hoc advisory committee, representatives of the major accounting firms began discussing possible steps to address the looming crisis. Drawing on feedback from doctoral granting programs, two initiatives were identified for the profession to undertake. First, the universities identified the lack of sufficient funding as a handicap for increasing assistantship slots for doctoral students. Second, the lack of a sufficient pool of quality applicants also was reported. The major accounting firms responded by agreeing to commit funding for increasing doctoral-assistantship slots. They also pledged assistance in providing information on the ADS Program to their employees. Planned efforts focused on the shortage of doctoral accounting faculty in tax and auditing, which data showed was greatest.

Under Ezzell's leadership, the Foundation contacted 80 of the largest accounting firms to commit funding to help increase accounting doctoral assistantships and assist in recruiting doctorate applicants from their ranks. An Advisory Council was organized once funding was committed, and the decision was made to administer the program through the AICPA Foundation. The program became known as the Accounting Doctoral Scholars Program, with an executive director and program manager. Dennis Reigle, secretary of the AICPA Foundation and director of academic and career development at the AICPA, played a pivotal role throughout the development and establishment of the program.

## ADVISORY COUNCIL

The Accounting Doctoral Scholars Program is administered with the oversight of an Advisory Council. The council's primary role is to initiate and approve the program's operating policies. The council's guidance is vital to the program's effectiveness. Manny Fernandez resigned from the council in November 2009 after assuming other responsibilities within KPMG, and Stacy Sturgeon of KPMG succeeded him. The members of the council are:

- Shaun Budnik, Deloitte LLP;
- Ellen Glazerman, Ernst & Young LLP;
- Dennis Reigle, AICPA Foundation;
- Stacy Sturgeon, KPMG LLP;
- Doyle Z. Williams, Kennesaw State University;
- Julie Wood, Crowe Horwath LLP; and
- Jean Wyr, PricewaterhouseCoopers LLP.

Also actively participating in Advisory Council meetings and making significant contributions to the council were Kay McCabe, Crowe Horwath LLP; Bea Sanders, KPMG LLP; Kathy Shoztic, Deloitte Services LP; and Sylvia Ulrich, Ernst & Young LLP.

The Council met nine times in 2009, developing operating policies and approving the admission of five new participating universities. Council members also actively participated in the Orientation Conference and represented the ADS Program in numerous other forums.

"The effect of the ADS program will be felt for generations to come through its influence on burgeoning scholars. It provides information, monetary compensation, and all-important networking opportunities that we, as Ph.D. hopefuls, would have been hard-pressed to find elsewhere. This program and its benefits have enabled me to pursue my passion, and I am incredibly grateful for the doors it has helped me open."

— **Patrick Hurley**  
**2010 ADS Program Scholar**



## MISSION AND OBJECTIVES

“We’re impressed with the ADS students we’ve met at other universities and we would love to have one of our own.”

— **Kathryn Kadous**  
**Goizueta Business School,  
Emory University, upon  
requesting to become a  
participating university  
for the 2010–2011 ADS  
Program**

The mission statement and objectives for the ADS program are as follows:

**Mission.** The mission of the Accounting Doctoral Scholars (ADS) Program and its sponsoring organizations is to increase the pool of academically qualified accounting faculty in auditing and tax, with recent experience in public accounting, at U.S. universities that provide talent to the public accounting profession.

**Objectives.** To achieve its mission, the ADS Program seeks to increase the supply of qualified candidates to doctoral programs in accounting, and to increase the capacity of universities to accept additional students into doctoral study in auditing and tax, by:

1. Encouraging practitioners with recent public accounting experience in auditing or tax to obtain their doctorate for a career transition to becoming a university faculty member;
2. Providing financial support to enable selected qualified candidates to pursue a doctorate in accounting;
3. Encouraging universities to increase doctoral enrollments in auditing and tax but not at the expense of existing funded slots; and
4. Improving the educational preparation of accounting students derived from the rich professional experience of the infusion of talent from the profession into the classroom.



## PARTICIPATING UNIVERSITIES

The availability of accounting doctoral programs at universities with the capacity to enroll doctoral students with a focus in auditing or tax is critical to the success of the ADS Program. The Advisory Council uses data to screen schools to be invited to partner with the ADS Program. Priority is given to universities with a track record of placing doctoral graduates at schools that produce the major proportion of the talent in auditing and tax for the public-accounting profession. Recently established programs or restructured programs are given the opportunity to make the case that their programs have the potential for their future doctoral graduates to gain such placement. All applications are screened for faculty strength in auditing and tax and their capability of directing doctoral students in those areas.

The Foundation selected 39 participating universities for fall 2009 enrollments. Six dropped off the roll after fall 2009 enrollments and six new universities were approved by the Advisory Council to join the program, holding the number of participating universities at 39 for fall 2010 enrollments. Applications from universities interested in becoming a participating university are received in the spring of each year. The ADS Program website, [adsphd.org](http://adsphd.org), provides information on applying to be a participating university.



39  
Participating  
universities

### 2010-11 Participating Universities

Arizona State University	The Ohio State University	University of North Carolina
Baruch College	University of Alabama	University of North Texas
Cornell University	University of Arizona	University of Oklahoma
Drexel University	University of Arkansas	University of Oregon
Florida State University	University of Colorado	University of Pittsburgh
Indiana University	University of Connecticut	University of South Carolina
Louisiana State University	University of Florida	University of Southern California
Oklahoma State University	University of Illinois	University of Texas at Austin
Rutgers University	University of Iowa	University of Texas at San Antonio
Syracuse University	University of Kansas	University of Utah
Temple University	University of Massachusetts	University of Washington
Texas A&M University	University of Mississippi	University of Wisconsin
Texas Tech University	University of Missouri	Virginia Tech

## APPLICATIONS AND SELECTION OF CANDIDATES

99

Completed Applications

The selection of ADS Program Scholars is a two-step process. First, applications are reviewed by a selection committee to identify applicants with the highest likelihood of gaining admission to one or more doctoral programs at the participating universities. For 2009 enrollments, 53 of the 131 applicants were invited to an Orientation Conference. For 2010 enrollments, 60 of 99 applicants were invited to the Orientation Conference. We believe that the published profile of successful applicants, such as the average GMAT score and the experience requirement, allowed potential candidates to self-screen the potential of being a successful candidate.

## ADMISSIONS

For fall 2009 admissions, the 39 participating universities made available a total of 64 incremental slots: 38 in auditing and 26 in tax. With the placement of 27 ADS Program Scholars in these slots at 21 participating universities, a substantial uncertainty existed over the number of incremental slots that would be available for fall 2010 ADS Program enrollees. Fortunately, with the number of participating universities holding steady, 62 incremental slots were available: 37 in auditing and 25 in tax, a drop from 2009 of only one slot in each area.

Three ADS Program candidates accepted university-funded slots at participating universities for fall 2009 enrollment.



## ORIENTATION CONFERENCE

A second Orientation Conference was held in Chicago for ADS Program candidates Nov. 8-9, 2009, for fall 2010 enrollees. All 39 participating universities were represented at the second Orientation Conference, compared to 38 represented in 2008. Fifty-two of the 53 invited candidates attended the Orientation Conference in 2008 and 60 invited candidates attended in 2009. The purposes of the Orientation Conference are: 1) to provide the fullest possible understanding of what to expect in a doctoral program and in a career as an accounting professor, and 2) to provide candidates with an opportunity to visit representatives of participating universities to learn about the programs at schools they may have an interest in attending.

The 2009 conference began with an opening-evening reception, followed by dinner to allow candidates and university representatives to visit informally. The next day's program included the following panel discussions:

### **The Road Map – Part I: Life as a Doctoral Student**

Dr. Alope Ghosh, CUNY Baruch College  
Dr. Robert Ricketts, Texas Tech University  
Dr. Charles Swenson, University of Southern California

### **The Road Map – Part II: Secrets of a Successful Applicant**

Dr. Dan Collins, University of Iowa  
Dr. William Felix Jr., University of Arizona  
Dr. Marilyn Johnson, Michigan State University

### **The End Goal – Life as a Faculty Member**

Dr. Jere Francis, University of Missouri  
Dr. Sunjay Gupta, Michigan State University  
Dr. Robert Knechel, University of Florida

### **Feedback from the Trenches**

Kathleen Bentley, second-year doctoral student, Texas A&M University  
Eldar Maksymov, first-year doctoral student, Cornell University  
Dr. Petro Lisowsky, second-year faculty member, University of Illinois

The conference concluded with a Program Fair. At the fair, representatives from participating universities were available to explain in a one-on-one setting the areas of auditing and tax available in their institutions' doctoral programs for fall 2010.

As in 2008, at the conclusion of the 2009 conference, candidates were asked to affirm their continuing commitment to making a career change from practice to obtaining their doctorate and becoming an accounting faculty member. Six candidates withdrew from consideration in 2009 and seven in 2010.



**60**  
Candidates  
Attended the  
ADS Orientation  
Conference

# 718

Average GMAT  
for ADS Program  
Scholars enrolled  
for fall 2009 and  
2010

## SELECTION OF ADS PROGRAM SCHOLARS

Following the Orientation Conference, 30 candidates were selected as ADS Program Scholars for enrollment in the fall 2010. The average GMAT for ADS Program Scholars selected for fall 2009 enrollment and 2010 enrollment was 718, even though the membership of each selection committee was different. For fall 2009, 27 of the 30 ADS Program Scholars enrolled in doctoral programs at participating universities. Two dropped out for personal reasons, but reapplied for the fall 2010 enrollment cycle. One candidate was not accepted at the candidate's school of choice. Of the 27 enrollments in fall 2009, 18 were in auditing and nine in tax. Fourteen were women and 13 were men.

Of the 30 ADS Program Scholars selected for fall 2010 enrollment, 27 have been selected for enrollment at 21 participating universities. Even moreso than in the first year, many of the ADS Program Scholars' university choices for admission in the fall of 2010 overlapped. Of those enrolled, 20 are in auditing and seven are in tax. There are 16 men and 11 women. Three candidates withdrew because of personal circumstances. ADS Program Scholar placements for fall 2010 are listed below. The process to recruit and select the third class of students for fall 2011 enrollment began in June 2010.

2010 ADS Program Scholars			
Scholar	University	Scholar	University
Michael Barnes	Oklahoma State University	Bradford Hepfer	University of Iowa
Felicity (Jane) Barton	Indiana University	Margot Howard	University of North Carolina
Matthew Beck	University of Missouri	Patrick Hurley	University of Wisconsin-Madison
Jonathan Black	University of Colorado	Kathleen Leber	University of Pittsburgh
Erik Boyle	University of Utah	Elisa Lee	University of Massachusetts
William Brink	University of South Carolina	Dongliang Lei	Baruch College
Anthony Bucaro	University of Illinois	Matthew Rogers	University of Alabama
Beth Collier-Vermeer	Drexel University	Kristen (Kelli) Saunders	University of South Carolina
Keith Czerney	University of Illinois	Timothy Seidel	University of Arkansas
Sean Dennis	University of Wisconsin-Madison	Shane Stinson	Texas Tech University
Elizabeth Emeigh	University of Kansas	Neal Vandenberg	Temple University
Kathryn Enget	Virginia Tech	Lauren Wasson	University of Arkansas
Joanna Garcia	Virginia Tech	Alfred Yebba	Syracuse University
Cass Hausserman	University of Wisconsin-Madison		

## WEBSITE

During 2009, much effort was expended in continuing to develop the ADS Program website. More than 100,000 users have visited [adsphd.org](http://adsphd.org) since the website's 2008 launch. The site has evolved into a multifunctional platform providing detailed ADS Program information, an online application process, links to participating universities, FAQs and streaming videos.

In 2009, the Accounting Doctoral Scholars Program deployed [adsphdnetwork.org](http://adsphdnetwork.org), a private social-networking/knowledge-share website for ADS Program scholars and faculty. The site is proving to be a valuable tool for ADS Program Scholars connecting and communicating as well as fostering research and professional relationships.

## COMMUNICATIONS

The communication program for the ADS Program continues to develop. Sessions about the program were held at the 2009 annual meetings of both AACSB International and the American Accounting Association. In addition, information about the program has been posted on the new [aicpa.org](http://aicpa.org) site and the AAA's Commons online site. A one-half page ad was placed in the February 2010 issue of the *Journal of Accountancy* and the Winter 2010 issue of the AAA's *Accounting Education News* congratulating the ADS Program Scholars enrolled in the fall 2009.

As in 2008, a meeting was held in 2009 before the Orientation Conference with representatives of the participating universities to obtain their feedback on the ADS Program. Several helpful recommendations were made and implemented.



More than  
**100,000**  
visitors to the ADS  
Program website

"To me, one of the most compelling details about the ADS Program is the buy-in from the member firms. I first heard about the ADS Program on my firm's internal network website. While the member firms certainly don't want to see some of their best people go, they all seem to recognize the need for strong accounting scholars; and are willing to promote the ADS program to serve the greater good.

Personally, I have long held a keen interest in a career in academics. However, it was difficult for me to rationalize a transition back to a student's thrifty lifestyle from the relative comfort of public accounting. The ADS scholarship made my transition much easier by providing generous funding for my academic pursuit."

— **Michael V. Barnes Jr**  
2010 ADS Program Scholar

## PROGRAM SPONSORS

The ADS Program would not be a reality without the generous support of its sponsors. In 1999, 112 sponsors committed to the program. The sponsors included 69 accounting firms, 39 state CPA societies, and four other organizations. In 2010, sponsors included 67 accounting firms, 48 CPA professional membership organizations, and five other organizations. These organizations have committed more than \$17 million to the ADS Program. A list of program sponsors is presented below.

**67**

Accounting firm  
sponsors

**48**

CPA professional  
membership  
organization  
sponsors

**\$17**

million committed  
to the ADS Program

### Sponsoring firms\*:

Anton Collins Mitchell LLP  
Aronson & Co.  
Baker Tilly International:  
Amper, Politziner & Mattia PC  
Baker, Newman & Noyes LLC  
Baker Tilly Virchow Krause LLP  
Blum Shapiro & Company, PC  
Caturano & Company, PC  
Cherry Bekaert & Holland, LLP  
Cohen & Company  
Habif, Arogeti & Wynne, LLP  
ParenteBeard LLC  
RubinBrown LLP  
Weaver LLP  
BDO Seidman, LLP  
Berdon LLP  
BKD, LLP  
Blackman Kallick, LLP  
Brady, Martz & Associates, PC  
Carr, Riggs & Ingram, LLP  
CBIZ, Inc and Mayer Hoffman McCann, PC  
Clark, Schaefer, Hackett & Co.  
Clifton Gunderson LLP  
Crowe Horwath LLP  
Deloitte LLP  
Dixon Hughes PLLC  
Ehrhardt, Keefe, Steiner & Hottman PC  
Eide Bailly LLP  
Eisner LLP  
Elliott, Davis LLC  
Ernst & Young LLP  
Goodman & Company LLP  
Grant Thornton LLP  
Grassi & Co., CPAs, PC  
Hawkins, Ash, Bapptie & Company, LLP  
Hein & Associates LLP  
Hill Barth & King LLC  
Horne LLP  
J.H. Cohn LLP  
Jackson Thornton & Co. PC  
Joseph Decosimo and Company, PLLC  
Kaufman, Rossin & Co., PA  
Kemper CPA Group, LLP  
Kennedy and Coe, LLC  
KPMG LLP  
KraftCPAs, PLLC  
Larson, Allen, Weishair & Co., LLP  
LeMaster & Daniels PLLC  
Marks, Paneth & Shron LLP  
Marcum LLP  
MarcumRachlin  
McGladrey, LLP  
Moss Adams LLP  
Plante & Moran, LLP  
Postlethwaite & Netterville  
PricewaterhouseCoopers LLP  
Rehmann Group LLC  
Reinsel Kuntz Leshar LLP  
Reznick Group, PC  
Rosen Seymour Shapss Marin & Company LLP  
Rothstein Kass & Company PC  
Schenck Business Solutions  
Schneider Downs & Co., Inc.  
Singer Lewak LLP  
Tofias PC  
Watkins, Meegan, Drury & Co., LLC  
Warren, Averett, Kimbrough & Marino LLC  
Wipfli, LLP

**CPA Professional Membership Organizations\*:**

- AICPA
- Alabama Society of CPAs
- Arizona Society of CPAs
- Arkansas Society of CPAs
- California Society of CPAs
- Colorado Society of CPAs
- Connecticut Society of CPAs
- Florida Institute of CPAs
- Georgia Society of CPAs
- Hawaii Society of CPAs
- Idaho Society of CPAs
- Illinois CPA Society/CPA Endowment Fund of Illinois
- Indiana CPA Society
- Iowa Society of CPAs
- Kansas Society of CPAs
- Kentucky Society of CPAs
- Maine Society of CPAs
- Maryland Association of CPAs
- Massachusetts Society of CPAs
- Michigan Association of CPAs
- Minnesota Society of CPAs
- Mississippi Society of CPAs
- Missouri Society of CPAs
- Montana Society of CPAs
- Nevada Society of CPAs
- New Hampshire Society of CPAs
- New Jersey Society of CPAs
- New Mexico Society of CPAs
- New York State Society of CPAs
- North Carolina Association of CPAs
- North Dakota Society of CPAs
- Ohio Society of CPAs
- Oklahoma Society of CPAs
- Oregon Society of CPAs
- Pennsylvania Institute of CPAs
- Puerto Rico Society of CPAs
- Rhode Island Society of CPAs
- South Carolina Association of CPAs
- South Dakota CPA Society
- Texas Society of CPAs
- Tennessee Society of CPAs
- Utah Association of CPAs
- Vermont Society of CPAs
- Virginia Society of CPAs
- West Virginia Society of CPAs
- Washington Society of CPAs
- Wisconsin Institute of CPAs
- Wyoming Society of CPAs

**Additional Sponsoring Organizations\*:**

- Norman and Bettina Roberts Foundation
- Pittsburgh Foundation

\*As of 5/11/2010

“The ADS Program placed me within a network of accomplished, well-respected professors and strong Ph.D. applicants. These top-notch individuals were very helpful throughout the application process, and I look forward to working with them throughout my career in academia.”

**— Sean Dennis**  
**2010 ADS Program Scholar**

## Statistical Summary

### Sponsoring Organizations and Commitments as of March 31

	2009	2010
Number of sponsoring organizations	112	120
Accounting firms	69	67
CPA professional membership organizations	39	48
Other organizations	4	5
Amount of total commitment	\$16.5m	\$17m

### Participating Universities and Availability of Slots

	2009	2010
Number of participating universities	39	39
Number of incremental slots available to ADS Program Scholars	64	62
Auditing	38	37
Tax	26	25
Number of participating universities enrolling ADS Program Scholars	21	21

### Profile of ADS Program Scholars

	2009	2010
No. of completed applications received	131	99
No. of candidates invited to Orientation Conference	53	60
No. of candidates selected for ADS funding	30	30
Average GMAT of candidates selected for funding	718	718
No. of ADS Program Scholars placed	27	27
Profile of ADS Program Scholars enrolled (2009)/placed (2010)		
Auditing	18	20
Tax	9	7
Male	13	16
Female	14	11

"The thought of getting my Ph.D. and pursuing a career in academia was in the back of my mind for years, but hearing about the ADS Program was the final push I needed to start on this exciting new path."

— **Margot Howard**  
2010 ADS Program Scholar

**Staff and Contact Information**

Doyle Z. Williams, Ph.D., Executive Director

Steve Matzke, M.A., Program Manager

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**adsphd.org**



