



Annual Review 2009



Accounting Doctoral Scholars Program

ACCOUNTING DOCTORAL SCHOLARS PROGRAM ANNUAL REVIEW 2009

Welcome to the first annual review of the Accounting Doctoral Scholars Program (ADS). Within these pages, we have captured both the history and significant progress of the ADS program, which is aimed directly at helping to solve the vexing shortage of Ph.D.s in accounting, auditing and tax faculty at our nation's universities.

Our profession is at a critical juncture. The marketplace demand for the highest quality of accounting, auditing and tax expertise has never been greater. Many of the brightest students are again seeking careers in our profession. However, at this time we face a critical and growing shortage of academically qualified faculty in the accounting and tax programs at U.S. universities. The American Institute of Certified Public Accountants (AICPA) Foundation and ADS sponsoring organizations have come together in an unprecedented manner to take a leadership role in addressing this shortage.

We could not even have conceived of this program without the financial support of more than 65 CPA firms, 40 CPA societies and others. The financial requests were significant, especially considering the level of ongoing support of existing educational programs. Even so, the leaders of these CPA firms and professional groups looked beyond their own individual needs and, when called upon, responded with a resounding "Yes." On behalf of the AICPA Foundation – and, more important, on behalf of the future leaders and members of our profession – we extend heartfelt gratitude to every sponsor for their support. Please review the list of sponsors and take a moment to thank the firms and society members you know.

Our thanks also go out to the participating universities. The schools working with the ADS program have stretched to make the outcome truly impressive in its impact. The economics of mentoring a future Ph.D. through the process are substantial, and

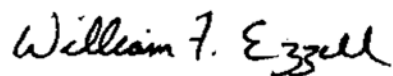
these universities are committed to their role in the successful outcome of this initiative. It is our hope that schools that could not participate this year will challenge themselves to become part of the solution next year.

This first class of Ph.D. scholars represents the very best of our profession. We were overwhelmed by the quality and caliber of applicants, as were the universities. We believe this process has surfaced candidates of the highest potential, who will have the passion for teaching and research that are the hallmarks of the academic preparation of our professionals.

We are grateful to Doyle Williams for his tireless leadership. He has been a role model for generations of CPAs and continues to give back to the profession and academy through this effort. Thanks also go to the Faculty Shortage Advisory Group, who got us started, and the ADS Advisory Council, whose members have helped take this project from concept to implementation. We also have benefited from the outstanding support of the AICPA staff and Foundation trustees.

We are at the beginning of a long-term commitment that can enhance the quality of our profession for decades to come. With the help of our supporters, universities, candidates and staff, I am confident that we will be proud of what we accomplish by working together. I am honored to take part in this undertaking.

Sincerely,



William F. Ezzell, CPA

On behalf of the AICPA Foundation Board of Trustees

MESSAGE FROM THE ADS PROGRAM EXECUTIVE DIRECTOR

The first year of the Accounting Doctoral Scholars Program has been exciting and challenging. In this report, you will read about the positive response of the profession to the need to address the growing shortage of doctoral accounting faculty. Recognizing the potential impact on the supply of future talent to the profession, the AICPA Foundation convened the Faculty Shortage Advisory Group to begin to lay the foundation for a response to the faculty-shortage issue. Subsequently, this initiative was advanced by representatives of the largest employers of accounting graduates; these employers frequently met over a two-year period to bring to life a program that addressed two critical needs: increasing the pipeline of qualified candidates and creating funding for additional doctoral slots.

In developing the many policies and procedures for this new program, several key risks for the program were identified, including: (1) Would there be a sufficient number of universities with the faculty capacity to participate in the program? (2) Would there be a sufficient number of qualified prospective candidates to apply to the program? and (3) Would the candidates find a match for admission to the schools of their choice?

Due to the academic community's enthusiastic response to the program, 39 universities were approved as "participating universities," thus assuring there would be sufficient slots for program scholars. Thanks to the vigorous recruiting efforts of the initial sponsoring firms, 131 applications were received, even though the application window during this first year was very tight.

In the following pages, you will learn more about the origins of this very significant undertaking by the sponsors and the program developers. Key program elements developed during the year are described and first-year results are presented.

Not only should the sponsoring firms be recognized for their financial contributions to making the ADS Program possible, but their efforts to encourage members of their firms to consider obtaining their doctorates and becoming accounting faculty members should be applauded. Several accounting doctoral directors, including some at non-participating universities, attribute the recruiting efforts of the firms to a significant spike in the quantity and quality of applications to their programs for fall 2009.

On a personal note, it has been an honor to work with dedicated professionals on the Advisory Council and Bill Ezzell, president of the AICPA Foundation, who were the first to conceive a partnership between the academic community and the profession that would have the potential to significantly increase the production of doctorates with a focus on auditing and tax. We look forward to an exciting and productive second year for the Accounting Doctoral Scholars Program.

Sincerely,



Doyle Z. Williams, Ph.D.

Executive Director

Accounting Doctoral Scholars Program

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Inquiries
regarding the
program

PROGRAM ORIGINS

The first major report documenting the growing faculty shortage crisis in business schools was Sustaining Scholarship in Business Schools, issued by AACSB International in 2003. As this report was being issued, the American Accounting Association established a committee to examine the supply and demand of accounting doctoral faculty. In 2005, the committee issued its report, which documented the growing shortage of doctorally qualified accounting faculty. Responding to the two committees' call for action, Bill Ezzell, president of the AICPA Foundation, established an ad-hoc advisory committee, comprising prominent accounting educators and professional leaders, to examine actions the profession might take to help address this growing threat to the future of accounting education and the supply of talent to the accounting profession. The advisory committee recommended, among other things, that the profession assist in funding additional slots in doctoral programs and in recruiting from their ranks high-quality accounting doctoral program applicants.

While the AICPA Foundation was exploring this issue, the largest CPA firms were also considering their own approaches for addressing the growing shortage of doctoral faculty in accounting. Their focus included initiatives to draw qualified Ph.D. candidates from within accounting firms in order to merge current hands-on experience with rigorous academic preparation. Based on input from the advisory committee and the studies noted above, it was decided that the program should attempt to increase the pipeline of candidates and provide sufficient funding to add up to 30 doctoral slots annually over a four-year period. A key element of the formation of the ADS Program was based on the available data indicating the greatest need was for auditing and tax faculty. Following the commitment of the Big Four firms to support this program, the leaders of the 80 next-largest CPA firms were solicited for support. In addition, state CPA societies were approached for financial support. In the meantime, several other studies sponsored by the American Accounting Association have further documented the growing shortage of doctoral accounting faculty.



DEVELOPMENT OF PROGRAM

Upon the formulation and commitment of funding by a sufficient number of the largest 80 CPA firms, representatives of the sponsoring organizations began to discuss the framework for the design of a program to achieve the objective of increasing the production of accounting doctoral students. They gathered data on which schools were recent major producers of accounting doctoral faculty, and where faculty at schools that were the major suppliers of talent to the profession received their doctorates. With the assurance of funding in place, the decision was made to fund for four years up to 30 new doctoral students at \$30,000 each per year for the next four years, with a goal of producing 120 incremental doctoral graduates focusing on auditing and tax. The program became known as the Accounting Doctoral Scholars Program (ADS Program).

On June 1, 2008, an executive director, Doyle Z. Williams, was engaged, followed by the recruitment of a program manager, Steve Matzke, with the goal of funding the first group of 30 applicants for fall 2009 admission into doctoral programs. Dennis Reigle, secretary of the AICPA Foundation and director of academic and career development at the AICPA, played a pivotal role in establishing operational support for the program. He and the executive director visited with Bernie Milano, president of the KPMG Foundation and the PhD Project, and the PhD Project staff to gain insights about developing and administering the new ADS Program. (The PhD Project, established in 1994, seeks to increase the diversity of corporate America by increasing the diversity of business school faculty.) The experience and insights of the PhD Project leadership and staff proved to be invaluable and were instrumental in being able to launch the ADS Program on a timely basis.

131
Applications
received

By late June 2008, a work plan had been established that included the following:

- Development of a governance document
- Development of a mission statement and accompanying objectives
- Development of a website
- Development of a process for selecting participating universities, including selection criteria and expectations
- Establishing a framework for measuring incremental enrollments
- Development of criteria for selecting ADS Program Scholars
- Development of an online application
- Development and holding of an Orientation Conference
- Selection of applicants to attend the Orientation Conference
- Selection of candidates as ADS Program Scholars

Each of these initiatives is discussed in the following sections of this report.

MISSION AND OBJECTIVES

“The funding offered by the ADS Program, as well as the call for accounting professionals interested in joining academia, persuaded me that now is the right time to pursue a Ph.D.”

– Eldar Maksymov
2009 ADS Program Scholar

The following mission statement and program were established to guide the development of the ADS Program:

Mission. The mission of the Accounting Doctoral Scholars Program (ADS) 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 experienced practitioners in auditing and 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
4. Providing a peer-support network for experienced practitioners as they pursue their doctorates and make the transition to the university environment
5. Improving the educational preparation of accounting students derived from the rich professional experience of the infusion of talent from the profession into the classroom



ADVISORY COUNCIL

The Accounting Doctoral Scholars Program is administered with the oversight of an Advisory Council:

- Shaun Budnik, Deloitte LLP
- Manny Fernandez, KPMG LLP
- Ellen Glazerman, Ernst & Young LLP
- Dennis Reigle, AICPA Foundation
- Doyle Z. Williams, Kennesaw State University
- Julie Wood, Crowe Horwath LLP
- Jean Wyer, PricewaterhouseCoopers LLP

Beatrice Sanders, KPMG LLP; Kathy Shoztic, Deloitte Services LP; and Sylvia Ulrich, Ernst & Young LLP, need to be recognized for their ongoing, significant contributions to the work of the Advisory Council.

The Council regularly met through the year, developing operating policies and selecting participating universities. Council members actively participated in the Orientation Conference and represented the ADS Program in numerous other forums.

“When I found out about the ADS program, it definitely solidified my decision to pursue a Ph.D. in accounting. The program helped open doors to a career and a future that I am really excited about.”

– Emily Semrau
2009 ADS Program Scholar



PARTICIPATING UNIVERSITIES



39

Participating
universities

Securing the participation of a sufficient number of universities with the capacity to enroll additional doctoral students with a focus in auditing or tax was critical to a successful launch of the ADS Program. The Council used data available to it in screening schools to be invited to partner with the ADS Program. In the first year, priority was given to universities with a track record of placement of graduates at schools that produced the major proportion of the talent in auditing and tax in the accounting profession. Recently established programs or restructured programs were given the opportunity to demonstrate the potential for their future doctoral graduates to gain such placement. Only full-time, residential U.S. programs accredited by AACSB International were considered.

The commitment of the schools to the ADS Program was substantial. For example, each school committed that each ADS Program Scholar admitted would be an incremental enrollment and not a replacement for existing university-funded slots. Further, the participating schools agreed to waive the tuition for each enrolled ADS Program Scholar. Finally, participating universities affirmed they had the faculty capacity in auditing or tax to enroll one or more incremental students in those fields in the fall of 2009.

The Advisory Council selected 39 universities as partners for the launch of the ADS Program for students enrolling in the fall of 2009. These schools reported a total capacity in auditing and tax of 64 slots. Participating universities for the first year of the ADS Program are listed below.

2008 – 2009 Participating Universities

University of Alabama	University of Illinois	University of Oklahoma
University of Arizona	Indiana University	Oklahoma State University
Arizona State University	University of Iowa	University of Oregon
University of Arkansas	University of Kentucky	University of Pittsburgh
Baruch College	Louisiana State University	University of South Carolina
Bentley University	University of Massachusetts	University of Southern California
University of Colorado	Michigan State University	University of Texas at Austin
University of Connecticut	University of Mississippi	Texas A&M University
Cornell University	University of Missouri	Texas Tech University
University of Florida	Morgan State University	University of Utah
Florida State University	University of North Carolina	Virginia Tech
University of Georgia	University of North Texas	University of Washington
University of Hawaii at Manoa	The Ohio State University	University of Wisconsin - Madison

DEVELOPMENT OF STUDENT ELIGIBILITY REQUIREMENTS

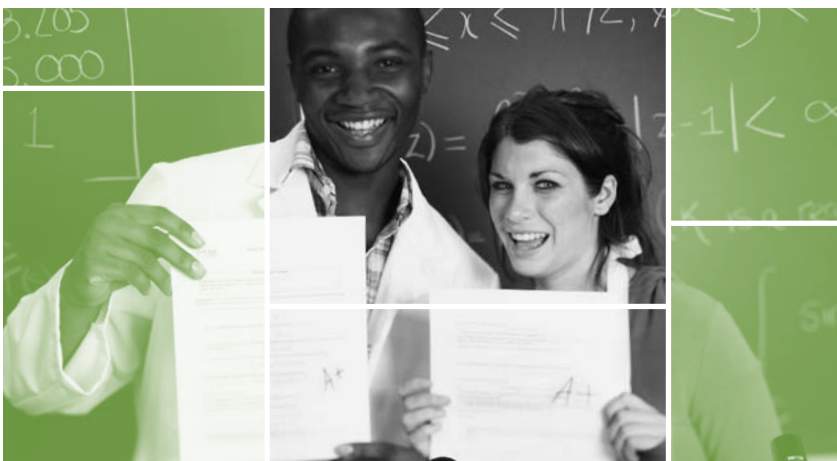
A very important feature of the ADS Program was establishing the eligibility requirements for student applicants. The Advisory Council believed candidates with meaningful, recent and relevant public accounting experience in auditing or tax had the greatest potential to make a significant impact on the educational experience of students and to undertake relevant and cutting-edge research in auditing or tax.

Consistent with the mission and objectives of the ADS Program, the following student eligibility requirements were established:

- Have a minimum of three years of public accounting experience in tax or auditing with a portion of the experience being within the last three years
- Provide a written statement of a commitment to a career transition to teach and research in auditing or tax at an AACSB International accredited university in the United States upon completion of the doctoral program with an emphasis in auditing or tax
- Have the potential to gain admission to a doctoral program at one or more of the participating universities
- Commit, if selected as an ADS Program Scholar, to applying for admission to a doctoral program in accounting at an ADS Program participating university to pursue auditing or tax as a teaching and research focus
- Be a U.S. citizen or permanent resident

\$16.5 Million

Total funds
committed to
the ADS Program



30
ADS Program
Scholars
selected for
funding

DEVELOPMENT OF THE WEBSITE

Early in the ADS Program development process, Steve Matzke, program manager, took the lead in developing a website for the ADS Program. Bernie Milano and his staff were very generous in providing advice and assistance, enabling the website to be launched on July 15, 2008. Concurrent with the development of the website, the ADS Program application was developed, and applications began to be received online July 31, 2008. The website has proven to be a key component in communicating with prospective applicants and receiving applications.

In addition to the online application, the website recognizes the ADS Program sponsors, provides a description of the program and eligibility criteria, and provides other information for applying to the program, including an FAQ section. Each participating university is listed along with information on the availability of slots in auditing and tax for ADS Program Scholars. The website is at adsphd.org.

SELECTION PROCESS ESTABLISHED

A two-step selection of ADS Program Scholars was established. First, applications were 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, and to determine which applicants would be invited to attend the Orientation Conference. Fifty-three applicants were selected by the selection committee: Steve Matzke, ADS program manager; Professor Kim Smith, College of William and Mary; and Doyle Z. Williams, executive director of the ADS Program.

Following the Orientation Conference, all candidates were asked to confirm their commitment to continue in the process of making a career transition from practice to academia and to applying to one or more doctoral programs of the participating universities for fall 2009 admission. From those candidates who responded affirmatively, the selection of ADS Program Scholars for fall 2009 enrollment would be made.



CHICAGO ORIENTATION CONFERENCE FOR ADS CANDIDATES

Over the years, leaders of doctoral programs in accounting have noted (from the nature of inquiries received from prospective applicants) often there are misconceptions about the content and structure of accounting doctoral programs, as well as life as a university faculty member. In an effort to assure the fullest possible understanding of what to expect in a doctoral program and a career as an accounting professor, the ADS Program held an Orientation Conference for applicants whose applications evidenced the greatest potential for admission to a doctoral program at a participating university. The Orientation Conference also was designed to provide an opportunity for candidates to visit with representatives of the participating universities and vice versa.

The first Orientation Conference was held December 3-4, 2008, in Chicago and attended by 52 of the 53 selected candidates, along with representatives of 37 of the 39 participating universities. The Conference began with an opening evening reception followed by dinner to provide an opportunity for candidates and university representatives to informally visit. The next day's program included the following panel discussions:

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

Dr. Jennifer Gaver, University of Georgia
Dr. Mark Peecher, University of Illinois
Dr. Terry Shevlin, University of Washington

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

Dr. Dan Collins, University of Iowa
Dr. Robert Freeman, University of Texas at Austin
Dr. Steve Matsunaga, University of Oregon

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

Mr. Brett Rixon, First-Year Doctoral Student, University of Utah
Ms. Marsha Keune, Fourth-Year Doctoral Student, University of Wisconsin
Dr. Mark Evans, First-Year Faculty Member, Indiana University

The conference concluded with a Program Fair wherein representatives from participating universities were available to explain in a one-on-one setting the areas of auditing and/or tax available in their institutions' doctoral programs for fall 2009.

At the conclusion of the conference, candidates were asked to affirm their commitment to making a career change from practice to obtaining their doctorate and becoming an accounting faculty member. Forty-seven individuals indicated they continued to be committed to making the change.

53

Candidates
invited to attend
the Orientation
Conference

Chicago
December
3-4, 2008



718

Average GMAT
of ADS Program
Scholars
selected for
funding

SELECTION OF SCHOLARS

Following the Orientation Conference, the second step of the selection process began. A four-person selection committee met to select 30 candidates as ADS Program Scholars, plus a short list of alternates for fall 2009 enrollment. The selection committee members were very impressed with the quality of the candidates. The committee that selected the ADS Program Scholars comprised: Alope Ghosh, CUNY Baruch College; Terry Neal, University of Tennessee; Douglas Shackelford, University of North Carolina; and Doyle Z. Williams, executive director, ADS Program. Upon notification of their selection as ADS Program Scholars, candidates were urged to begin applying to the participating universities of their choice. Non-funded candidates also were encouraged to begin applying for existing university-funded slots in doctoral programs in which they had an interest.

PLACEMENT AND IMPACT

As expected, many of the candidates' lists of preferred doctoral programs overlapped. Because of limited faculty capacity in tax and auditing, many participating universities could only admit one or, in some cases, two candidates. Some candidates were geographically restricted because of family or other reasons. As a result, some ADS Program Scholars were compelled to withdraw from the ADS Program and compete for existing university-funded slots. Others decided to reapply to the ADS Program for fall 2010 admission.

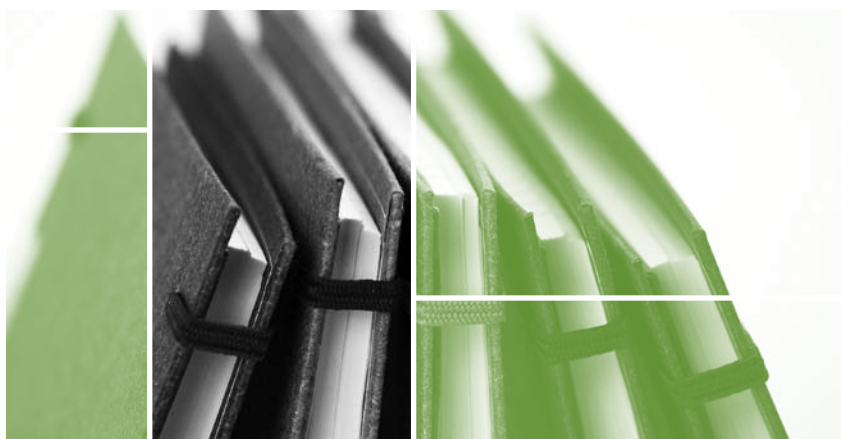
ADS Program Scholar placements are listed at right. We are continuing our commitment to assist this first class, and already are working on the process to select the second class of students for fall 2010 enrollment.

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ADS Program
Scholars
beginning Ph.D.
programs in
fall 2009 at
participating
universities

2008 – 2009 Placement of ADS Program Scholars

Scholar	University	Scholar	University
Ryan Adams	University of Washington	Phillip Lamoreaux	University of Arizona
Elizabeth Altiero	University of Illinois	Ryan Larkin	Texas A&M University
Elizabeth Atherton	University of Arkansas	Eldar Maksymov	Cornell University
Chelsea Rae Austin	University of Iowa	Norman Massel	University of Connecticut
Nathan Cannon	Bentley University	Jonathan Pyzoha	Virginia Tech
Julie Coffey	University of Florida	Tammie Rech	University of South Carolina
Megan Cosgrove	University of Alabama	Stephen Rowe	University of Illinois
Marcus Doxey	University of Kentucky	Aaron Saiewitz	University of Massachusetts
Matthew Ege	University of Texas at Austin	Emily Semrau	University of Georgia
Michele Frank	University of Pittsburgh	Michelle Shimek	University of Iowa
Lindsay Garbo	University of Oklahoma	Bryan Stewart	University of South Carolina
Denise Hanes	Bentley University	Bridget Stomberg	University of Texas at Austin
Erin Henry	University of Connecticut	Lisa Stripling	University of Texas at Austin
Brett Kawada	University of Missouri		



“I believe the ADS Program has helped the overall quality of the applications for our Ph.D. Program in Accounting. The success of the ADS Program expands well beyond the 30 scholarships: it reaches a great many more qualified U.S. auditors and tax professionals and helps bring them into the next-generation professoriate. This is a valuable and important contribution of the ADS Program.”

– **John J. Maher**
Chair, Ph.D. Committee
John F. Carroll, Jr. Professor
Dept. of ACIS, Virginia Tech

PROGRAM SPONSORS

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 Arizona 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
 Kentucky Society of CPAs
 Maine Society of CPAs
 Massachusetts Society of CPAs
 Michigan Association of CPAs
 Minnesota Society of CPAs
 Missouri Society of CPAs
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 South Carolina Association of CPAs
 South Dakota CPA Society
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 West Virginia Society of CPAs
 Wisconsin Institute of CPAs

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Firm sponsors

39

State CPA
 society sponsors

Additional Sponsoring Organizations

Norman and Bettina Roberts Foundation
Pittsburgh Foundation

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“The ADS Program created a bridge between my daily life as a public accountant and the possibilities of academia, giving me the ability to seek additional guidance, network and pursue what before were pipe dreams. It shed light and brought clarity to what can be a challenging process: attempting to navigate through various unknowns, such as programs, types of research and life changes. I am very grateful to the ADS Program for all the opportunities it has afforded me.”

— **Denise Hanes**
2009 ADS Program Scholar

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