

# PUBLIC ACCOUNTING REPORT

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## IN THIS ISSUE

*Transparency Isn't Negotiable* ..... 3  
*Compare "Best Places To Work"* ..... 5  
*People, Firms, and Promotions* ..... 8



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## Firms Compete For Best In Class Status

*'Best' lists offer firms prestige and validation.*

Where in the public accounting realm are the best internships? The best training? The best places to work?

Several surveys and research projects were recently released that give insight into these questions.

**Elliott Davis** (FY13 net revenue: \$60.8 million; 60 partners, 532 total staff, eight offices) has the fourth-best overall internship program in the nation, according to Vault.com's 2014 Best Internship rankings. The only better internship programs, according to Vault, are those offered by BP America, Bain & Co., and Bates White Economic Consulting. ED hired 37 interns and brought on 77 new hires in 2013.

Other accounting firms on Vault's list of the top 25 internships nationwide are **Plante Moran** of Southfield, Mich. (No. 7); **Pricewaterhouse Coopers** (No. 12); **Deloitte** (No. 13); **Eide Bailly**, based in Fargo, N.D. (No. 16); **KPMG** (No. 17);

See **BEST**, page 2

## Associations And Networks Strive To Enhance Value To Members

*Organizations offer member firms access to skills, resources, and global support.*

In conjunction with the publication of CCH's 2014 Directory of CPA Firm Associations and Networks (included with this issue), *Public Accounting Report* called upon the leaders of accounting firm associations and networks to answer the following pair of questions:

- **In the past year, what action(s) has your network or association taken to become more valuable and effective for your members—and more attractive to potential members?**
- **What condition(s) in the public accounting profession—or in the**

**larger economic environment—motivated this change?**

As is evident from the selected replies that follow, associations and networks both in the U.S. and abroad are taking innovative steps to connect their members with timely access to technical skills training, business development resources and broad global access. Some of these connections are made possible by technology, while others are purely the product of bringing people together in constructive settings. Following are some of the notable replies *PAR* received to our inquiry.

See **ASSOCIATIONS**, page 6

## EY Warns Clients Of Increased Risk Of Fraud And Cyber Crimes In 2014

**EY** is advising clients and prospects to beware of some crucial risks as they increasingly move into emerging markets this year.

"We see ... risks gaining traction with multinationals, as well as industry-specific risk issues that will persist into FY14," said Brian Loughman, EY Americas Leader for Fraud Investigations and Dispute Services.

His practice is advising clients and prospects to be especially alert to the following six trends:

**Risk associated with cybercrime will become a bigger part of a general counsel's responsibility.** Traditionally, chief information security officers focused on information security attacks and compromises, but increasing threats will require immediate and planned responses organized by inside and outside counsel. Risks of potential

shareholder impact, state-sponsored and industrial cyber-espionage, loss of valuable IP and compromised client data elevates the responsibility of cybersecurity to board-level territory.

**Growth opportunities in Africa must be balanced with perceived corruption risk.** As investment increases in emerging markets, U.S. authorities' attention to business conduct in the region is prompting organizations to reassess their controls, testing and compliance programs. An EY survey found that 83% of African respondents view bribery and corruption as widespread. Organizations setting up operations in Africa must perform robust due diligence to manage these risks.

**Regulation will impact the financial services industry stronger than ever.** Notwithstanding the billions of

See **EY**, page 2

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**Best**, continued from page 1

Chicago-based **Crowe Horwath** (No. 21); and Seattle-based **Moss Adams** (No. 23).

Vault also breaks down internships by certain specialties, and public accounting firms' internships made the top 10 in some of those fields. For consulting internships, Plante Moran ranked No. 3, followed by PwC at No. 5, Deloitte at No. 6, KPMG at No. 7 and Crowe Horwath at No. 9.

For banking and finance, PwC was ranked No. 4, Deloitte ranked No. 6, and KPMG ranked No. 7. For MBA candidates, PwC was ranked No. 5, followed by Deloitte and KPMG in the No. 6 and No. 7 spots, respectively. For IT, PwC was ranked No. 2, and Deloitte took the No. 4 spot. PwC was the only public accounting firm to appear on Vault's best marketing and communications internship list, ranking No. 3.

Vault surveys more than 7,700 interns in more than 100 internship programs. They are asked to rate their internship experiences based on quality of life, compensation and benefits, interview process, career development and full-time employment prospects. More than 500 organizations were invited to participate in Vault's Internship Survey. Only organizations that completed both

parts of the survey—the self-reported program description and the intern-provided reviews—were eligible for Vault's top internship rankings list. All program descriptions and intern reviews are included in Vault's internship database.

Meanwhile, **BKD LLP**, based in Springfield, Mo. (FY13 net revenue: \$418 million; 250 partners, 2,175 total staff, 34 offices), was the only public accounting firm to appear on Training magazine's 2014 Training Top 125, ranking No. 89 in its debut appearance on the list and beating out thousands of other contenders.

"BKD's firmwide performance management and coach training program is designed to enhance professional growth throughout one's career," the magazine wrote. "The program has two levels (team member and coach) and provides tools, techniques and best practices designed to further day-to-day and long-term effectiveness for BKD client service and administrative professionals."

The magazine added that both levels "focus on how to purposefully fulfill the organization's mission through behavioral competencies associated with successfully demonstrating each Unmatched Client Service standard, as well as giving

See **BEST**, page 3

**EY**, continued from page 1

dollars in restitution, fines and litigation costs incurred to date by banks and securities firms, regulatory pressure will escalate in 2014. The financial services industry will continue to respond to broad regulatory focus on systemic risk and react to rulemaking on mortgage loans, student loans and credit cards. Regulatory enforcement pressure that so far has focused on the largest institutions may migrate to mid-sized banks.

**Consumer Financial Protection Bureau compliance will remain a top priority for life sciences companies operating in emerging markets.** Recent enforcement actions in China demonstrate significant expansion of exposure that life sciences companies face when operating overseas. Gone are the days when enforcement was led solely by U.S. authorities. Staying on top of the

differing anti-corruption laws and standards, particularly in markets where the law is unclear, will present challenges and opportunities for companies that depend on growth in those markets. Expect greater attention to compliance processes and overall internal controls.

**Anti-money laundering and corruption programs will face greater scrutiny.** Global regulators and the U.S. Department of Justice continue to press global financial institutions on issues of money laundering, trade sanctions, bribery and corruption, stressing the need for robust program controls, sophisticated monitoring systems and knowledgeable expertise. Regulatory scrutiny is moving beyond the traditional banking sector into realms such as credit card issuers, insurance providers and gaming enterprises, prompting the

See **EY**, page 4

and receiving feedback related to professional development, improvement and growth. Since the implementation of this program, employee engagement results related to effectiveness of coaching, communication and career opportunities have improved from 68% to 76%.”

Training magazine’s Top 125 ranking is determined by assessing a range of qualitative and quantitative factors, including financial investment in employee development, the scope of development programs and how closely such development efforts are linked to business goals and objectives.

It uses benchmarking statistics such as total training budget, percentage of payroll, number of training hours per employee program, hours of training per employee annually and detailed formal programs—as well as goals, evaluation and workplace surveys.

“BKD is honored to be among these top-tier training organizations,” BKD CEO Ted Dickman said. “Our firm is committed to lifelong learning, and we strongly believe that investing in our professionals’ technical expertise and leadership development skills enhances their career opportunities and allows them to better serve our clients.”

Candidates for the Training’s Top 125 complete a detailed application, which is scored both quantitatively (70% of total score) by an outsourced research and statistical data company, and qualitatively (30% of total score) by Training magazine editors.

The companies with the Top Five training programs are Jiffy Lube International, Keller Williams Realty, Capital Blue Cross, CHG Healthcare Services and Mohawk Industries, according to the 50-year-old professional development magazine that advocates training and workforce development as a business tool.

But what are the best places to work?

According to Fortune, QuikTrip and CarMax are better places to work than most large accounting firms.

One exception might be Plante Moran (FY13 net revenue: \$382 million; approximately 270 partners, 1,870 total staff, 21 offices), a 16-year perennial veteran on the magazine’s “Best Places To Work” list. Fortune ranked the firm at No. 23 on its 2014 Best Places To Work list, up from No. 25 in 2013.

## PAR GUEST COLUMN

### Accounting Firms Should Embrace Transparency

*Enhanced disclosure translates into healthier business strategy.*

By Joanne Cleaver  
President, Wilson-Taylor Assoc./Chicago

Everybody knows what’s happening at your firm.

They share pay information at Salary.com. They complain and compare workplace culture at Glassdoor.com. Letting the world know who does what, where and when is the entire business model of LinkedIn.

The more that people—clients, prospects, employees, potential employees and the business community—can see, the more they want to see.

That’s why it’s pointless to try to hide how women fare at your firm.

The Big Four also appeared on Fortune’s list, but much farther down. Deloitte ranked No. 61, down from No. 47 in 2013. PwC was close on its heels at No. 65, up from No. 81 in 2013. Ernst & Young ranked No. 78, down from No. 57 last year, while KPMG was ranked No. 80 in 2013 after an absence from the 2013 list.

*(For detailed information about employees, jobs, pay, benefits, health, work/life, diversity and professional training for each firm on Fortune’s 2013 “Best Places To Work” list, see page 5.)*

Eligible participants on Fortune’s “Best Places To Work” list generally have been in business for at least five years and have at least 1,000 U.S. employees. There is no cost to participate.

The Great Place To Work® Institute also produces a list of the “50 Best Small and Medium Workplaces.” Denver-based **Ehrhardt Keefe Steiner & Hottman** (net revenue: \$70.5 million; 51 partners, 440 total staff, three offices) was the only accounting firm to make the most recent list of Best Medium Workplaces, ranking No. 7 for businesses with 251 to 999 employees.

Women want to know if they truly have a chance to advance at your firm. Every firm claims that its people are its greatest asset. Women want to know exactly what that claim means for them, personally. Can you prove it? Will you go on the record about your results? And if not ... what are you hiding?

Given the evaporation of women in accounting firm partnership pipelines, the skepticism of women in the profession is logical. Currently, women are 55% of accounting firm employees but only 19% of firm partners and principals, according to the 2013 Accounting MOVE Project report. (The executive summary of the MOVE report is an exclusive annual EXTRA! edition in

See **PAR GUEST COLUMN**, page 4



Joanne Cleaver

EKS&H was noted for offering employees a standard invitation to adopt an 11-month work year, which half of its 440 employees opt to take advantage of, as well as other efforts to create an employee-empowered, lively environment and support for training.

The Great Place To Work® Institute produces Fortune’s “Best Companies To Work For®” lists. The lists are co-authored by Robert Levering and Milton Moskowitz. Every company appearing on the lists is selected primarily on the basis of their employees’ responses to the Great Place to Work® Trust Index® Employee Survey, which measures the levels of trust, pride and camaraderie in the workplace. The majority of a company’s overall score—two-thirds—derives from the quantitative and open-ended responses provided by employees.

Additionally, the surveys rate the benefits, practices and philosophies that comprise the companies’ cultures, collected through the institute’s Culture Audit® questionnaire. No accounting firms appear on Fortune’s Best Small Workplaces list. For additional information, visit [www.greatplacetowork.com](http://www.greatplacetowork.com). ■

*PAR Guest Column, continued from page 3*

*PAR* and features data about women's advancement in the profession.)

Clients want to know if your firm's values are aligned with theirs, because they want to work with people who think like they do.

And the business community wants to know if your firm plays fair by hiring and supporting women and minority-owned businesses. Do you spend money with small businesses owned by your neighbors? Do your actions line up with your attitude?

Answers to these reasonable questions can be hard to come by. Transparency is ascendant as a key trust factor for all businesses. The public and business communities already trust public accounting firms because CPA firms are in the business of validating what's true. A credible process yields a reliably credible result: that is the point of audits and assurance.

Clients show their work to demonstrate that they are telling the truth. Accountants verify that the truth is the truth by reviewing it and showing their own work. So, it stands to reason that accounting firms should be the most transparent of all businesses when it comes to "showing their work" in advancing women. Applying the public accounting mindset to advancing women validates firms' claims that they are investing in women.

So why do so few firms publicly report how women fare at their firms?

Obfuscation is a dynamic I encounter on a daily basis as my team and I research, write and fact-check the Accounting MOVE Project—an annual research effort that measures

the advancement of women in the accounting profession and that my firm designs and produces. All we really want to know—all that women in the public accounting profession really want to know—is this: how many women partners do you have now? How many did you have last year? And what are you doing to have more next year?

Really, that's it. What are your results, and what can other firms learn from your experience?

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*[P]ublic accounting firms with the greatest self-disclosure will set the standard for the entire profession.*

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Telling the simple truth builds trust—with current employees, potential hires, clients and your community. Seattle-based **Moss Adams** (founding sponsor of the Accounting MOVE Project) does this right. Every fall, it publishes on its website a simple, straightforward report about the results of its Forum W culture change effort designed to retain and advance more women to partnership.

"We put our goals out there, making us more accountable for what we'd like to achieve," says Human Resources Manager Tricia Bencich, the key strategist for Forum W.

"The number of women partners is pretty consistent across the firms in our industry. Over the last five years, we've seen steady growth to 24% women partners, which is higher than industry average," Bencich said. "Overall, our

numbers at each level are not too dissimilar from other firms ... why not put it out there?"

Transparency about advancing women actually won accolades from Moss Adams's clients and expanded relationships with them. The firm was so encouraged that in March 2013, it added a corporate responsibility report that outlines how the firm re-invests in its community and how it has changed its operations to minimize its environmental impact.

Christian Geismann, the senior manager who leads the team that oversaw the production of the report, says that he is contacted a couple of times each week by clients or members of the business community who are intrigued by the firm's open-book approach.

"It's a representation of our values," he says.

We urge other firms to embrace the same level of transparency through the Accounting MOVE Project, and it's starting to happen. *PAR*'s upcoming EXTRA edition on the MOVE Project for 2014, to be published later this spring, will include details about several firms that are now publishing results of their efforts to advance women.

"Transparency" is the buzzword of this decade. Dodd-Frank and similar regulations set the baseline, but public accounting firms with the greatest self-disclosure will set the standard for the entire profession.

In this case, you want people to see right through you.

*To learn more about The MOVE Project, visit [www.wilson-taylorassoc.com](http://www.wilson-taylorassoc.com). Contact Joanne Cleaver at [jycleaver@wilson-taylorassoc.com](mailto:jycleaver@wilson-taylorassoc.com) or (231) 299-1275. ■*

*EY, continued from page 2*

need to seriously review and enforce compliance programs and controls.

**The opportunity to leverage Big Data in the context of compliance and anti-corruption will allow companies to ask new ques-**

**tions.** Data analytics, traditionally the domain of marketing and sales, has migrated into the domain of internal audit, compliance and corporate oversight. Companies now have opportunities to use forensic data analytics for proactive monitoring of

business data. Organizations should develop a better understanding of the risks and rewards of forensic data analytics and learn to use these techniques to help detect potential fraud and implement effective risk mitigation programs. ■

## Side-By-Side Analysis: How Firms On Fortune's "Best Places To Work" Compare

	Plante Moran	Deloitte	EY	KPMG	PwC
<b>Employees</b>					
U.S. Employees*	1,870	45,928	29,391	21,609	36,164
Employees Outside the U.S.	1	15,018	143,504	130,391	451
<b>Jobs</b>					
New Jobs (1 Year)**	281	2,673	2,402	-111	1,925
% Job Growth**	18.3	6.3	9.1	-1.0	5.7
% Voluntary Turnover**	11.0	13.0	12.0	14.0	11.0
Applicants	24,893	331,335	310,647	206,998	256,471
Job Openings as of Jan. 2, 2014	89	12,000	16,500	6,200	4,449
<b>Pay***</b>					
Most Common Job (Salaried)	Audit Staff: \$76,200	Senior/Senior Consultant: \$91,708	Client- serving Manager: \$114,459	Senior Associate: \$86,000	Manager/ Supervisor: \$101,207
Most Common Job (Hourly)	Admin. Asst.: \$48,940	Admin. Asst.: \$61,393	Admin. Asst.: \$67,575	Sr. Admin. Asst.: \$61,000	Exec. Asst.: \$66,726
<b>Benefits</b>					
Fully Paid Sabbaticals	Yes	No	No	No	Yes
On-Site Child Care	Yes	No	No	No	No
<b>Health</b>					
100% Health Care Coverage	No	No	No	No	No
On-Site Fitness Center	No	Yes	No	No	Yes
Subsidized Gym Membership	Yes	Yes	No	No	Yes
<b>Work/Life</b>					
Job-Sharing Program	Yes	Yes	Yes	Yes	Yes
Compressed Work Week	Yes	Yes	Yes	Yes	Yes
Telecommuting	Yes	Yes	Yes	Yes	Yes
<b>Diversity</b>					
% Minorities	8.0	37.0	33.0	29.2	28.0
% Women	48.8	41.9	45.9	45.7	45.0
Nondiscrimination Policy Includes Sexual Orientation	Yes	Yes	Yes	Yes	Yes
Domestic Partner Benefits For Same-Sex Couples	Yes	Yes	Yes	Yes	Yes
<b>Professional Training (Hours Per Year)</b>					
Salaried Employees	64	54	69	59	66
Hourly Employees	32	25	69	44	66

\*Includes part-time employees    \*\*Full-time employees only    \*\*\*Yearly pay rate plus additional cash compensation for the largest classification of full-time salaried and hourly employees

**NOTE:** As of July 2013 and based on U.S. employees

**Source:** Fortune

**Michael Reiss von Filski, CEO, Geneva Group International (GGI)/Zurich:**

Over the past year, GGI has begun a “best practices” or managing partner conference in North America that is held jointly with a “developing leaders” event where the rising stars from firms around the region have a chance to interact with and learn from the managing partners of today. These programs are held concurrently, but two distinct programs are offered to accommodate both the managing partners and the young leaders. In addition, we have strived to engage our membership by providing a consistent and interactive social media strategy. We have solidified GGI’s presence in social media, which allows our members access to real-time updates regarding our organization and encourages their interaction throughout the year.



**Cornell Rudov, president, CPAsNET.com/Princeton, N.J.:**

As merger mania among accounting firms continues to progress, we are providing our member firms with specific demographic information to help identify possible acquisition targets in their marketplaces and then calling on these prospects to determine their interest. Then, we establish meetings and provide a framework to bring these meetings to a positive conclusion.



**Maureen Schwartz, executive director, BKR International/New York:**

We increased the size of BKR’s annual scholarship awards, recognizing how crucial it is to help young accounting students around the world who will become our profession’s future leaders. Further, BKR offered an intensive leadership training program for senior managers and new partners to help them transi-



tion from working “in” the firm to “on” the firm. The challenge of finding, training and keeping good people is now back to the pre-recession days. Associations must assist in this critical endeavor.

**James Flynn, president, CPA Associates International/Rutherford, N.J.:**

During the past year, our association recognized that our members needed further support with firm succession in addition to our leadership development program. Therefore, we introduced new activities that included a workshop on succession planning at our Managing Partners Seminar. We also conducted a member survey regarding succession planning. The purpose of the survey was twofold: (1) to assist members in implementing a succession planning process, and (2) to identify member MPs who have experience and are willing to help fellow members with succession planning or firm acquisitions. These acquisitions can be a useful part of the leadership succession process.

**Harvey Bookstein, chairman, board of directors, JHI/Wayne, N.J., and co-founding partner, RBZ LLP/Los Angeles:**

We have initiated more teaching of best practices among the members by using both our own members and outside consultants as moderators instead of speakers. Our members get more value learning from other members’ experiences and roundtable discussions. More networking at conferences has given members the opportunity to get to know each other better. We’ve become more communicative with our members by including updates from the head office, the international board and all committees now reporting to the membership on a regular basis.



**Joe Farrell, executive director, The TAG Alliances/St. Petersburg, Fla.:**

The words “world” and “economy” are now used together every day. Whether driven by issues related to taxing cloud services or an international merger, borders are of less consequence, and transactions are increasingly sophisticated, often requiring a multidisciplinary approach.

The TAG Alliances have responded to these developments by adding some of the largest independent firms in North America and the U.K., by expanding our Asian and African presence and by increasing the branding of our alliance and that of our individual members. We have also deepened the professional and personal relationships between our law firm and accounting firm members. With the increase in size and scale comes an increase in sophistication and in firm ancillary businesses such as actuarial services, offshore trust companies, investment banking services and wealth management. We supplement these capabilities with increased education through seminar-style learning environments for everyone from young professionals to managing partners and monthly teleconference calls on marketing, technology and best practices.

**Mara Ambrose, executive director, INPACT Americas/Frederick, Md.:**

The “time out of the office” factor and high cost of travel have prompted INPACT to look more closely at alternative CPE delivery methods. While “live” conferences are vital in strengthening partner relationships and networking, webinars are a way to involve more staff levels and provide learning experiences at an affordable cost and in a format that feels more comfortable to younger staff. We’ve started with just a few that were well received and plan to expand the webinar program in the next year.



**Tony Szczepaniak, managing partner, Firm Foundation/Peoria, Ill.:**

We continue to strengthen member-to-member relationships through quarterly videoconference roundtable discussions. Each member submits a question to its peer group and then takes part in a live discussion on this platform. This builds relationships without the need for travel. Additionally, we rolled out partner- and manager-level leadership programs to strengthen the pipeline of future owners in our member firms.

See ASSOCIATIONS, page 7

**Michelle Arnold**, chief regional officer, North America, **PrimeGlobal/Duluth, Ga.:** PrimeGlobal has responded quickly to our members' strategic planning survey replies and completed significant initiatives this year that promote deeper knowledge-sharing and cooperation. Technology has made the expansion of delivery channels easier than ever, allowing us to develop creative avenues of collaboration. This innovation has produced a significant increase in participation at many levels of our membership. Using video and micro-sites to connect worldwide has promoted greater member communication and expertise, resulting in significant business referrals. With the changing workforce demographics, PrimeGlobal is committed to satisfying our members' demand for profound vision, immediate relevance and sophisticated access to information.



**Adelaide Ness**, executive director, **Enterprise Worldwide/Nashville, Tenn.:** We have focused on staff training solutions, certification programs, online learning solutions and increasing the resources available to help members grow their businesses.

**Susan Humphry**, CEO, **IAPA/Farnham, U.K.:**

In the last year, IAPA strengthened its offering to members through the recruitment of 16 additional firms in Asia, Europe, Latin America and the U.S. Successful regional conferences maximized the opportunity for members to network with each other and to create new opportunities for business generation. Globally, specialist interest groups in tax, audit and M&A promoted exchange of information and ideas, and IAPA has plans for new sectoral groups in Europe and elsewhere. The introduction of "flash fliers"—announcing opportunities for members to work together or announcing new regulation at



a national level—has helped to promote communication and cooperation between members. The emergence of Latin America and Southeast Asia as economic powerhouses of the future has prompted efforts to expand the membership in these countries, so that IAPA is represented in a total of 13 Latin American countries and 12 Asian countries.

**Geoff Barnes**, CEO and president, **Baker Tilly International/London:**

Due to our member firms' clients becoming more international, we've seen a rise in cross-border collaboration. As a result, we've focused our energy on cross-border initiatives. These initiatives range from industry- and service-focused global committees to training aimed at providing a more consistent level of client service around the world.



**Julio Gabay**, president and CEO, **Abacus Worldwide/Miami:**

Abacus was created in October 2012 to provide the benefit of an international association to mid-sized as well as smaller, niched firms that may not qualify in other groups simply because of size or because of geographic exclusivity but which have a need to connect with noncompeting firms locally and internationally. Abacus has a reduced cost structure and has admitted larger and smaller firms, some of which are niched in such areas as the auto industry, employee benefits, community banking and construction/real estate. Abacus is multidisciplinary and has law firms as members of the association, increasing the possibility of referral interaction between member firms. Most associations target top 100 firms only. Our larger members are nearing revenue of the top 200, and some of our members are sub-\$1 million. We try not to focus on revenue as long as the firm can add value to the members and has a desire to service clients. We feel that some of these member firms may be the next top 100 and 200 firms and will grow



with the association, and the association will be a catalyst of that growth.

**Jon Sutcliffe**, association secretary, **K S International/London:**

Our admission to membership of IAG International, and vice versa, in 2012 gave us a great opportunity to offer our membership access to more global services, since the vast majority of IAG members are law firms. We have been working hard to make the most of opportunities that arise from this association. In addition, we have made efforts to increase membership in regions that are becoming more globally important, such as Africa and Latin America. Finally, we have upped our game in terms of member communication with greater use of technology.



**Graham Hauck**, executive director, **DFK USA/International/Washington:**

DFK/USA has seen increased merger activity and has benefited from our existing firms becoming larger and having minimal attrition because of mergers. We have geographic exclusivity except in the top five U.S. major metro areas. We have sought to strengthen the association value by recruitment of full-service and large niche-service firms. By having access to best-in-breed services, we strengthen every member firm's technical expertise and ability to service any client need.

**Rob Tautges**, executive director, **HLB International/London:**

At HLB International we have managed to maintain favorable ranking after being able to invest heavily in systems, recruit the best caliber staff, effectively manage risk and certainly adopt the international standards as required by institutions like IASB. We have expanded worldwide, looking at internationally minded firms who focus on cross-border assignments, and hiring on all continents to operate effectively in a globalized business world, particularly in emerging markets. ■





## PEOPLE, FIRMS, AND PROMOTIONS

CBM, based in Bethesda, Md., elected **Peter Reilly** as president and managing partner. He succeeds **S. Vincent Crescenzi**, who became chairman of the board. Most recently, Reilly served as the firm's executive vice president, was a member of the executive and quality assurance committees, and was director of the construction and real estate practices. **John Mullins** was named to partnership at the firm. He specializes in not-for-profit organizations.

**CPA Associates International**, based in Rutherford, N.J., elected new officers for the North America Board of Directors. They are **Jeffrey J. Groen**, chairman (managing partner at **Groen, Kluka & Co.** of Troy, Mich.); **James A. Holmes**, secretary (managing partner at **Vrakas/Blum** of Brookfield, Wis.); and **Paul K. Rudoy**, treasurer (managing partner at **Horovitz, Rudoy & Roteman** of Pittsburgh). New members of the North America Board of Directors are **Thomas P. Fee Jr.**, managing partner at **Haefele, Flanagan & Co.** of Maple Shade, N.J.; **Stephen E. Hancock**, managing shareholder at **Thomas, Knight, Trent, King and Co.**/Durham, N.C.; **William B. Hebron**, managing partner at **Holmes & Turner** of Bozeman,

Mont.; and **Christopher M. Roberts**, managing partner of **West Rhode & Roberts** of San Diego.

**Carr, Riggs & Ingram**, based in Enterprise, Ala., named 18 new partners. They are **Destin Cobb**/Niceville, Fla. (tax and consulting); **Shelly Compton**/Bowling Green, Ky. (accounting and audit); **Corey Gilliam**/Shreveport, La. (accounting and tax); **Kyle Howell**/Tifton, Ga. (accounting and consulting); **Lorie Keegan**/Gainesville, Fla. (tax and consulting); **Dale Miller**/Jackson, Miss. (accounting and audit); **Robert Miller**/Montgomery, Ala. (tax and consulting); **Darin Phillips**/Enterprise, a director of CRI Transaction Advisors; **Ann Marie Sale**/Panama City, Fla. (tax and consulting); **Joel Sikes**/Enterprise, a director of CRI Transaction Advisors; **Kristen Simpson**/Houston (tax); **Tommie Singleton**/Enterprise, CRI's director of consulting services; **Lon Stafford**/Gainesville (accounting and audit); **Dawn Steed**/Jackson (tax and consulting); **Michelle Stinnett**/Bowling Green (tax and consulting); **Colin Taylor**/Houston (tax and consulting); **Steven Williams**/Montgomery (compliance and consulting); and **Jimmy Woodall**/Enterprise, the firm's audit and assurance service line leader.

**Michael Ban** joined New York-based **CohnReznick** as a principal and the firm's trust and estates co-practice leader. He leads the CohnReznick Private Client Services

Group in New York. Prior to joining CohnReznick, Michael was a partner at a Big Four firm.

**Grant Thornton** elected three new members to its partnership board. They are Jeff Burgess, national managing partner of professional standards; **Nichole Jordan**, New York metro assistant managing partner for industries and markets, as well as national banking and securities leader; and **Brad Preber**, national managing partner of forensic and valuation services. **Randy Robason**, national managing partner of the firm's tax accounting and risk advisory services practice and the U.S.-based international tax services practice, was re-elected to the board. **Dave Wedding**, managing partner for the Carolinas practice, was re-elected chairman. Continuing their membership on the board are **Stephen Chipman**, GT CEO; **Lori Davis**, Denver office managing partner; **Doug Gawrych**, Florida practice managing partner; **Frank Kurre**, New York practice managing partner; **Brian Lucas**, Midwest regional tax services managing partner; and **Jon Wolkenstein**, audit partner and Dallas office assistant managing partner.

**Kreston International** elected **David Sibits**, former president of USA member firm **CBIZ MHM Financial Services**, to its board of directors as representative for the North America Region. The appointment fills the vacancy created by the retirement of **Saul Reibstein**, former executive managing director at CBIZ MHM. **Bent Kofoed** of Kreston Denmark was elected deputy chairman of the organization.

**Tasha Whiddon** was admitted to partnership at **McIlvain & Assoc.**, based in Colleyville, Texas. She specializes in audit and accounting.

San Francisco-based **Novogradac** welcomed four new partners: **Frank Buss**/Dover, Ohio (tax); **Gregory Clements**/Dover (tax); **John Cole**/Austin, Texas (consulting and valuation); and **Kevin Wilson**/San Francisco (audit, tax and consulting). ■



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