

BRETT WILKINSON
FIVE YEAR REVIEW: 2014 - 2018

INTRODUCTION

It has been my honor and privilege to serve as the Head of the Department of Accounting since June of 2014. During that time, I have been committed to growing and advancing our department in ways that are consistent with the K-State 2025 Vision. Together, as a faculty and staff team, we have made much progress. We have set ambitious goals, invested much, and accomplished many great things. We have been willing to think creatively and to take calculated risks. As a result, we have achieved goals that appeared to be unattainable, and we have positioned ourselves to navigate the challenges of an increasingly competitive higher education environment.

This review document addresses progress in the following nine areas:

- Administration & Planning;
- Student Programs & Curriculum;
- International;
- Faculty;
- Department Promotion & Student Recruiting;
- Alumni & Employer Relationships;
- Teaching;
- Research; and
- Service Beyond the Department.

All of the department accomplishments reported here are the result of a concerted team effort. They are the outcome of many hours of collective visioning; vast investments of time from our faculty and staff; financial support and resources from our alumni and donors; and the shared wisdom and experiences of our partners and alumni in the accounting profession (both public accounting and industry). It has been my privilege to serve in a leadership capacity but it has been our united team effort, with multiple individuals serving in their own niche and using their talents effectively, that has enabled us to achieve so much.

Although our department is on a great trajectory, we face a competitive and challenging environment. In the final section of this document, I have identified key focus areas that will be vital to our success in the coming years. As always, we will need to ensure that our curriculum is at the cutting edge and is equipping our students with the skills they need to succeed in a global workplace and in an evolving profession. Additionally, we will need to become more focused and aggressive in our undergraduate recruiting efforts in order to prosper under the new university budget model. It is unlikely that we can grow entirely through recruiting in Kansas, so we must establish recruiting lines into states like Texas. In terms of our national academic profile, we will need to continue to build our research strengths and to find ways to encourage and reward high quality, high impact research. Finally, we will need to find new sources of financial support so that we can deliver the most effective programs; reward, retain, and continue to recruit high quality faculty; and attract the outstanding students who will become the distinguished K-State Accounting alumni of tomorrow.

1. ADMINISTRATION & PLANNING

As Department Head, I am responsible for leading our strategic planning, ensuring that the department meets accreditation requirements, and for managing the department budget and financial resources.

Strategic Plan (2017-2022)

- In Spring 2016, we began working on our new strategic plan. We developed our new plan after consultation with, and input from, our faculty, the accounting professionals of our advisory council, and students.
- Our new plan consists of four components:
 - Recruiting (Faculty, Staff and Students);
 - Curriculum and Instruction;
 - Research; and
 - Placement.
- Our plan reflects ambitious goals and it is our intention to allow the plan to guide our program over the next five years. To ensure that we remain focused on our plan, I have begun providing a progress update on our strategic plan initiatives at each of our spring and fall faculty meetings.

AACSB Accreditation

- The Department of Accounting holds separate accounting accreditation, one of only 187 accounting programs worldwide and one of three accounting programs in the state of Kansas to hold such accreditation.¹ I have responsibility for monitoring accreditation requirements, developing our reaccreditation report and shepherding our department through the reaccreditation process.
- In 2018 we began our reaccreditation process. In July of 2018, we submitted our Fifth Year Continuous Improvement Report, a detailed report that documents extensively our progress in multiple areas over the past five years, with a particular emphasis on innovation, impact and engagement. I authored the department's report, with assistance from our faculty, staff and associate dean.
- In September 2018, the AACSB Peer Review Team (PRT) visited campus for their review of our progress. Although the AACSB will not render a final reaccreditation decision until February 2019, the PRT was strongly complimentary of the progress we are making in the accounting program, and the innovative and impactful activities in which our department engages.

¹ https://www.aacsb.edu/accreditation/accredited-schools?F_Accreditation=Business+and+Accounting&F_Country=United+States

Budget and Finances

- I oversee the administration of our finances, both State funds and Foundation funds. We consistently operate within our budget and we exercise wise stewardship of the resources that the State and our donors have entrusted to us.
- In conjunction with KSU Foundation, we have worked to substantially grow funding from private donors and supporters over the past five years (see Table 1).
- As per KSU Foundation data, total gifts in 2012-2014 averaged \$327,365, with FY 2014 total gifts being \$313,775. Average annual total gifts for FY 2015-2018 were \$770,159, more than double the average of the 2012-2014 period. Total gifts in 2017 and 2018 were around three times the average of the 2012-2014 period.

TABLE 1: Total Gifts (Outright Gifts, Deferred, and Pledges) for FY 2015-2019

	2015	2016	2017	2018	2019 (4 months)
Total Gifts	\$690,810	\$401,203	\$1,053,894	\$934,729	\$405,585*
% of 2012- 2014 average (\$327,365)	211%	123%	322%	286%	---*

*Partial year.

Source: Data provided by KSU Foundation for FY 2012-2019.

- Between June 30 2014 -- June 30 2018, based on KSU Foundation data, our endowment increased from 2.88 million to 3.59 million, an increase of nearly 25 percent.
- Major new gifts include the following:
 - Koch Industries (funding for the Koch Accounting & Tax Fellows program; funding for the MAcc Director; funding for two faculty leadership awards);
 - Grant Thornton (annual funding for the GT Accounting Success Academy);
 - Fletchall EY Fellows;
 - Cole Family Faculty Summer award endowment (summer research grants);
 - Morrison endowment for international scholarships;
 - 16 total new endowments, listed in Table 2 (Panels A and B).
- Major continuing annual gifts include:
 - KPMG (scholarships and department support, with a commitment to grow the KPMG Professor endowment);
 - Phillips 66;
 - ConocoPhillips;
 - EY (funding instructor fellowships, scholarships and department support).

Table 2: New Endowed Funds Created Since May 2014

PANEL A: Currently Funded
Buseman Beta Alpha Psi Scholarship
Cole Faculty Award
Criss Accounting Scholarship
Gillmore Family Accounting Scholarship
Kallio Accounting Scholarship
Mitchell Accounting Scholarship
Morgenson Family Scholarship
Morrison Accounting Scholarship
Schulte Family Accounting Scholarship
Soucie Accounting Scholarship
Tranbarger Accounting Scholarship
PANEL B: Deferred Gifts
Mills Accounting Excellence
Cyr Family Accounting Scholarship
Gordon Scholarship in Accounting
Mills Accounting Scholarship
Reinert Family Accounting Scholarship

2. STUDENT PROGRAMS & CURRICULUM

The Department of Accounting has both an undergraduate and graduate program. Both programs are critical to our success; however, concerns over declining MAcc enrollments caused us to focus heavily on our graduate program. In 2014, we had a little over 30 students enrolled in our graduate program. According to numbers from our Koch Industries MAcc Director we will have 88 students enrolled in MAcc classes in spring 2019, with several more students pending.

Undergraduate Program

- **Undergraduate Orientation Program:**
 - We were concerned that students seemed unsure about how to navigate the accounting program and tended to rely on the unofficial “grapevine” for guidance.
 - In response to this concern, we implemented an Accounting Orientation program which we designed around a “journey” theme (Pre-departure; Undergraduate program; Graduate program; Accounting career) to help students understand the accounting program and to know what they should do to maximize their success in the program.
 - The Orientation is designed to provide accurate answers to frequently asked student questions such as: “When should I do an internship and how do I get one?”; “What scholarships are available and how do I apply?”; and “Should I do the MAcc and what are the benefits?”
 - The Orientation has included a panel of either accounting professionals or experienced accounting students. This has given students the chance to get answers and insights from those “seasoned travelers” who have gone ahead of them.
 - The Orientation also helps students to identify with the accounting program/major from an early stage in their program.
- **Curriculum and AACSB Standard A7:**
 - We revised our curriculum to replace the Accounting Processes and Controls class (a 4 credit hour class that was creating challenges for both faculty and students) with an Intermediate Accounting Processes class (3 credit hours) and an Accounting Information Systems class (3 credit hours) and converted our 2 credit hour Not for Profit Accounting class to a 3 credit hour graduate level class.
 - In addition to improving our curriculum, this change also supported our efforts to meet the requirements of AACSB Standard A7 on technology skills.

Master of Accountancy Program

- **Appointment of a MAcc Director**

- We sought and received CBA approval to appoint a Director of the Master of Accountancy program. Three faculty members have served in this capacity: Dr. Dann Fisher (2014); Dr. John Morris (2015-2018); Dr. Terry Mason (2018-current)².
- The Director provides vital leadership to the program, actively promotes the program and advises all MAcc students. The MAcc Director has contributed in a very real and meaningful way and has had a major positive impact on the MAcc program.
- From 2014 to Spring 2018, the position was fully funded from the Department of Accounting Foundation fund resources. From Fall 2018, we have received a specific three-year funding commitment from Koch Industries to fund the MAcc Director stipend. This funding reflects a high degree of confidence in, and commitment to, our graduate program from one of our major corporate partners.

- **Curriculum Redesign & Tracks:**

- After consultation with our Advisory Council members regarding the evolving needs of accounting professionals, and after examining what is done at other leading/competitor MAcc programs, we significantly revised our curriculum.
- We introduced new classes, including Accounting Analytics, International Tax, International Accounting, Financial Statement Analysis and Business Valuation, Fraud & Forensics, etc.
- We implemented four tracks that enable students to focus on developing specialized knowledge and skills:
 - Public Accounting Assurance; Public Accounting Tax; Controllershship Financial Managerial; Controllershship Tax.
- The tracks and revised curriculum recognize that the graduate program serves not only the needs of students entering public accounting, but also those students going directly into industry accounting careers. This is vital to ensuring that the MAcc has appeal and value to our industry partners as well as our public accounting partners.

- **Experiential Learning: Spring Internships & International Study**

- In order to give our students the best possible internship options, and consistent with what high quality out of state competitor programs are doing, we introduced a spring internship option, along with our summer internship option.
- We added compressed 4-week classes so that students can maintain graduate status by completing an internship (3 credit hours) and two classes (6 credit hours) in a spring semester.
- We introduced a short-term study abroad experience available to MAcc students (see Section 3 International for further details).

² Drs. Mason and Morris are serving as co-directors for the Fall 2018 semester.

- **Funding for Graduate Scholarships:**
 - We recognized that graduate study is a significant additional cost. We have worked with our industry and public accounting partners to provide some very generous, high-dollar scholarships targeted toward the MAcc tracks. These include:
 - Koch Accounting and Tax Fellows; Phillips 66 Fellow; the Fletchall EY Accounting Fellows.
- **Branding and Belonging:**
 - We have made efforts to highlight that the MAcc program is not merely a 5th year: it is a separate, and elite, *graduate* program that equips students with higher-level critical thinking skills, promotes the development of “soft skills”; and enables students to develop specialized knowledge in their own interest areas.
 - We introduced a MAcc Orientation program to help students understand the program and the way in which graduate study differs from undergraduate study.
 - We pursued specific branding efforts (e.g. providing MAcc polos to all MAcc students) to promote a sense of belonging and create a clearer distinction between the undergraduate and graduate programs.

Other Program Activities

- **Grant Thornton Accounting Success Academy:**
 - In 2016, we negotiated funding from Grant Thornton to start the Accounting Success Academy. The program employs high performing graduate students in a coaching center to assist our undergraduate students. This develops leadership and client-relations skills in our graduate students while providing valuable academic assistance to our undergraduate population at no charge.
- **Scholarship Gala:**
 - We adopted a spring scholarship gala event to replace our fall banquet. This new cocktail style format enables us to promote more extensive interaction and networking between scholarship recipients and donors, and employers/recruiters.
 - The event has introduced a popular and effective recruiting opportunity in the spring semester.
- **Accounting Careers Panel:**
 - In 2015 we held a “Game Day” Panel, compèred by Mr. Stan Weber, with practitioners from industry and public accounting. Almost 300 students attended the event where a panel of practitioners spoke about the benefits of accounting careers and the MAcc education, and responded to questions from the audience. This provided a high profile event to headline our new emphasis on the MAcc program. In subsequent years, we integrated the speaker panel concept into our orientation program.

3. INTERNATIONAL

The K-State Internationalization Strategic Action Plan calls for increased opportunities for students to acquire international experiences and global learning, including through short-term study abroad.³ We have responded to this call by aggressively pursuing short-term international study opportunities. This was a high-risk effort but it has proven to be very successful and has created unique benefits for our Master of Accountancy students.

- **Graduate International Study Experience:**

- We implemented an international study experience for our graduate students in order to increase their cultural competence and deliver learning experiences beyond the classroom in a global setting. Very few MAcc programs around the country provide this type of experience.
- To date, we have sent three groups abroad (China, 2016; Australia, 2017; Ireland 2018) and have two future trips planned (Australia, 2019; Ireland 2020). By the time we complete our 2020 trip; seven faculty members (over one third of our faculty team) will have participated, also consistent with the internationalization plan.
- Comments from students, and from accounting professionals with whom we have shared details of the trip, have been strongly positive.
- Our Australia experience (2017 and forthcoming 2019) is particularly innovative because it promoted cross-cultural student collaboration through a partnership with an Australian university. Teams of US and Australian students worked remotely on a case and then presented their findings during our campus visit in Australia.
- Student comments reflect the value of this cross-cultural interaction. For example, one student responded to our feedback survey question with the following comment: “How we were culturally different and all had different backgrounds, on the other side of the globe, etc., yet we still were able to collaborate and communicate well to come to a solution and enjoy the whole process of it together. I just thought that was really neat.”

- **IMA Field Trip to Mexico:**

- One of our distinguished alumni, Mr. Michael Upchurch, is particularly supportive of the international work we are doing. Mr. Upchurch offered to develop a trip to Mexico to visit the business operations of Kansas City Southern. Ten students from our Institute of Management Accountants (IMA) Student Chapter along with three faculty members will travel to Mexico in November 2018. This is an exceptional opportunity for our undergraduate students and the trip is being fully funded by Mr. Upchurch and Kansas City Southern.

³ <http://www.k-state.edu/2025/documents/2025-Internationalization-Strategic-Action-Plan-FINAL-April-24-2013.pdf>

4. FACULTY

We have an outstanding team of faculty and staff who are committed to the missions of the department, the CBA and K-State. We have faculty members pursuing creative new opportunities, engaging in high quality research, employing new classroom techniques and practices, and leading high-impact student programs. My goal has been to give faculty members the freedom to pursue their goals, to provide meaningful annual evaluations, to help identify opportunities for faculty success, and to recognize and reward performance. My consistent belief has been that if we can retain our current outstanding faculty and recruit highly-qualified new faculty members who believe in our mission, we will be successful.

Current Faculty and Staff

- **Support & Opportunities:**
 - I have sought to identify niches where faculty members have a particular interest, passion or skill, and can take ownership of service/leadership/professional opportunities that support their career interests and professional growth.
 - I have worked to find creative solutions to assist faculty members balance work and personal responsibilities, and to balance research, teaching and service loads. I have also worked with multiple faculty members who are engaged in planning for their transition to retirement, through the phased retirement program.
 - I provide regular (weekly, during semester times) email updates to faculty to keep faculty members informed of developments and activities. Our faculty meetings are focused and productive, have meaningful outcomes, and are reserved primarily for items that require us to discuss/meet in person.
- **Review & Understanding of Faculty Needs:**
 - I have provided detailed annual review feedback documents to faculty members and have held annual review meetings with faculty members during the spring. These meetings are to provide meaningful feedback but also to allow faculty members to share information with me about their career needs and interests.
 - To further facilitate information sharing, I implemented optional “Fall Planning Meetings” to allow faculty members to meet with me in an entirely non-evaluative context to discuss their career planning needs. This has enabled me to have a better sense of faculty members’ interests and goals. These meetings have almost uniformly resulted in meaningful outcomes and progress.

- **Promotions:**
 - Two assistant professors have progressed or partially progressed through the tenure and promotion application process (one completed the process and was tenured; the second is currently in progress).
 - Four Instructors were successfully promoted to Senior Instructor, in recognition of their classroom excellence and service leadership, including service at the department, college and professional level.
 - One Associate Professor was successfully promoted to Full Professor and appointed to a chaired position after a competitive search, in recognition of the faculty member's exceptional research and teaching accomplishments.

Recruiting

- **Tenure Track Faculty:**
 - Despite an extremely competitive accounting market, we hired two new assistant professors (one new PhD and one experienced assistant). Both have published in outstanding journals (including top 6 journals in accounting and finance), are dynamic and effective classroom teachers, and participate actively in the department.
- **Non-tenure Track Faculty:**
 - We hired one new full-time Instructor and one new part-time Instructor. Both bring strong professional credentials, are CPA/CMA qualified, have excelled in the classroom and have participated extensively in department service activities.
 - We hired one new Teaching Professor/Clinical, the first CBA hire at this classification level. Our teaching professor hire has brought both teaching versatility and excellence, while also contributing to the department research mission through publication in reputable journals.
- **Staff:**
 - We hired an Office Specialist II, qualified at the master's level, who brings current skillsets, student advising knowledge, and professionalism to an important student- and public-facing role in the department office.
 - We hired a student assistant whom we recruited via the CBA MAPS program and who provides basic office and accounting support.

5. DEPARTMENT PROMOTION & STUDENT RECRUITING

As department head, I have sought new opportunities to promote our department and to find ways to connect with potential new accounting majors.

- **Social Media**
 - We are active on social media, primarily LinkedIn, to provide updates.
- **Promotional Videos**
 - We developed two videos to promote our program.
 - One video focuses on our overall program and is directed at potential majors:
https://www.youtube.com/watch?time_continue=5&v=HzR38mtH3bc
 - One video focuses on our international study trip:
<https://www.youtube.com/watch?v=wfzsoq4XHGE>
- **Promotional Materials**
 - We have developed attractive and professional promotional materials that we give away to high school students and their parents, and to students considering the accounting major and/or the Master of Accountancy.
- **Gifted & Talented Student Program**
 - In February 2018, we held an on-campus Valentine's Day accounting challenge for students in the gifted and talented program from multiple high schools in southeast Kansas. Students and teachers came to campus to participate in a competition, and to participate in a series of information updates and seminars.
 - Mr. Steve Lacy, CEO of Meredith Corporation, headlined the event, was a competition judge and luncheon speaker.
 - One of the most vital dimensions of this exercise was to allow the gifted and talented program teachers to see the opportunities we have at Kansas State and to recognize the potential benefits of an accounting career. These teachers will guide and influence highly talented students for many years to come.
- **Meetings with Visiting Groups and High Performing High School Students**
 - In support of the CBA recruiting efforts, I meet with visiting high school groups and with high performing high school students and their parents.
- **Presentations/Outreach to Potential Majors:**
 - I speak annually at the Multicultural Academic Program Success (MAPS) lunch to share about our accounting program with new multicultural students.
 - I have presented in GENBA classes to share about the accounting major.
 - Following Dan Deines' retirement, I have taken on the role of working with Accounting Advocates (an outreach student group) as co-advisor.

6. ALUMNI & EMPLOYER RELATIONSHIPS

- **Advisory Council:**

- We have an exceptional and highly engaged Advisory Council. We have structured our meetings to ensure that there is active participation from the Council. The Council's input has had a meaningful and demonstrable impact on our program.
- The Council has provided significant contributions in multiple areas including, but not limited to, our MAcc curriculum revision, our strategic planning process, and progress toward more effective high school recruiting outreach.
- We restructured the Council to adopt 3-year renewable terms. With Council approval we added a \$1,000 membership contribution requirement. We also responded to a Council suggestion to add some "young alumni" who have a lower contribution expectation and are at an earlier career stage.
- At the 2017 Advisory Council, the Council held a panel and open forum on the future of the accounting profession ("Equipping the Class of 2022"). This provided valuable insights to our faculty as we focus on preparing students to enter an evolving profession.
- One Advisory Council member, Mr. Jackson Day, (EY Americas Professional Practice Director--Northeast Region; former Deputy Chief Accountant SEC), has held two update briefings for faculty members, to assist us in remaining informed about current professional developments.
- Our Advisory Council meets annually and has around 33 current members, who come from a wide range of industry and public accounting firms.

- **Recruiter Update Lunch:**

- We introduced a biennial Recruiter Update Lunch, which has been an effective way to promote information sharing with our recruiters. This enables recruiters to give us feedback on issues arising, and also allows us to keep recruiters informed about program developments, such as the introduction of spring internship opportunities.

- **Alumni/Firm/Business Visits:**

- We have held general alumni outreach and update events in Kansas City, Salina and Wichita.
- In order to deliver a more targeted message, we have held alumni updates at specific firms/employers.
- I have had multiple visits and meetings with firm leadership and recruiters.
- We initially produced a written annual newsletter to keep alumni informed but have moved to an electronic newsletter format and an increased social media presence.

7. TEACHING

**Table 3: ACCTG 231 Accounting for Business Operations:
Overall Effectiveness as a Teacher**

Semester	Raw Score (Maximum 5)	TEVAL Adjusted Score (Maximum 5)
<i>Fall 2014</i>	4.7	5.0
<i>Fall 2015</i>	4.5	4.8
<i>Fall 2016</i>	4.4	4.5
<i>Fall 2017</i>	4.4	4.6

**Table 4: ACCTG 846/ACCTG 870 International & Multijurisdictional Taxation:
Overall Effectiveness as a Teacher**

Semester	Raw Score (Maximum 5)	TEVAL Adjusted Score (Maximum 5)
<i>Spring 2015</i>	4.8	4.6
<i>Spring 2016</i>	4.4	4.0
<i>Spring 2017</i>	5.0	4.8
<i>Spring 2018</i>	4.8	4.9

Written comments frequently reference my passion for teaching/accounting, commitment to students/learning, and class rigor/challenging nature of the class. A sample of comments is below:

- *This class and teacher were my absolute favorite this year. I probably wouldn't be staying at KSU for another semester if it wasn't for him. Very good choice for the accounting head. (ACCTG 231, 2014)*
- *Professor Wilkinson knew exactly what he was teaching and how to teach it effectively so that you can build a strong base for future accounting knowledge. Professor Wilkinson is also very interested in seeing each and every student perform to their full potential. (ACCTG 231, 2014)*
- *Dr. Wilkinson is an incredible teacher who encouraged me to try my absolute hardest. He makes me comfortable to answer questions in class and makes concepts as simple as possible to understand. Only thing I would change is more practice problems before class. (ACCTG 231, 2015)*
- *He is awesome. Been such a huge help to me and a superb professor. (ACCTG 231, 2015).*
- *This is a great class and I thought you presented us the material very well! I thought the outside readings & quizzes helped me understand the topics really well. Also, you did a great job of incorporating current events and your knowledge on the subject matter really showed. I would suggest a 2nd test on the international subject before SALT starts. This would be a natural break to stop and gather the info to make sure the students are confident moving forward. Also, more practice problems would be really beneficial. Overall, great class! Thanks. (ACCTG 846, 2016)*
- *Dr. Wilkinson is by far one of the best profs at K-State. I enjoyed coming to accounting class which is something I never thought I would say. The way he teaches is amazing, and I have learned so much. Acctg 231 was one of the best classes I have taken in my 5 years in higher education. (ACCTG 231, 2017)*
- *The class was great! It was tough to keep up w/ the readings but putting forth the effort paid dividends. Dr. Wilkinson is a teacher above others. I enjoyed the format and was grateful to see the effort to keep class current. One of my favorite classes at K-State. (ACCTG 846, 2018)*
- *This course is intimidating on the surface, and Brett makes all the material very doable. This is one the few classes in my college career that has really stimulated critical thought. (ACCTG 846, 2018)*
- *The reading and cases were the best part of the class. I think this is what helped me learn the most and it was cool to see what we learned play out in the real world. Dr. Wilkinson is an amazing Professor and teaches in a great way that makes learning these difficult subject more enjoyable. (ACCTG 846, 2018)*

8. RESEARCH

I have maintained Scholarly Academic status over the past five years (Jan 2014 -- Oct 2018), having attained five co-authored journal publications and one co-authored chapter in a book. Table 1 shows my publications for the 2014-2018 period.

Table 5: Publications 2014-2018

	Basic	Practitioner
Elite	1 (AOS)	
High-Quality	1 (<i>Critical Perspectives</i>)	1 (<i>Strategic Finance</i>)
Quality	1 (<i>Research on Professional Responsibility and Ethics in Accounting</i>)	1 (<i>Tax Adviser</i>)
Other	1 (Book chapter)*	

* Invited chapter in S. Mintz (Ed.) (2014). *Accounting for the Public Interest: Perspectives on Accountability, Professionalism and Role in Society*, (pp 27-49). Springer: New York, NY.

Research in Progress:

- Hageman, A., and B. Wilkinson. Privileging Business Income in the Tax Policy Debate: A Bourdieusian Analysis of the Elimination of Horizontal Equity from Tax Policy. (preparing for submission to *Accounting, Organizations and Society*).
- Wilkinson, B., C. Durden, and D. Wadeson. Using a transfer pricing study to foster international student collaboration and promote cross-cultural understanding. (preparing for submission to *Issues in Accounting Education*).

Awards:

2018 Best Paper Award, American Accounting Association (Public Interest Section), March (with coauthor Amy Hageman)

2015 Certificate of Merit (IMA Lybrand Awards) for 2014 publication in *Strategic Finance* (with coauthor Bethany Hagan)

Other Recognition:

- Ranked in the top 10 ethics authors for the 2002 doctoral cohort.
- Ranked 38th among actively teaching authors for publication in accounting ethics journals over the 10-year period 2006-2015.

Source: Ferrentino, A.L., Maliga, M.L., Bernardi, R.A., and Bosco, S.M. (2016). Ranking accounting scholars publishing ethics research in accounting and business ethics journals. Research on Professional Responsibility and Ethics in Accounting, 20, 163-215.

9. SERVICE BEYOND THE DEPARTMENT

My primary responsibility is to serve within the department and this has been the focus of my attention. I have also served the CBA and broader academic profession in a range of ways.

- **CBA & University**
 - Serve on Executive Committee of the CBA (continuing).
 - Served on strategic planning committee of the CBA.
 - Chaired CBA search committee for interim Associate Dean position.
 - Served on CBA Dean search committee.
 - Served on selection panel for Vanier Family Scholarship (multiple years).
 - Served on selection panel for Wefald Distinguished Chair and Phillips 66 Faculty Fellow.
 - Presented to a Department of Human Ecology event on working effectively with department advisory councils.
- **Academic Profession**
 - External reviewer for tenure candidates/full professor candidates (several schools including SEC and Big 12 doctoral schools)
 - Invited to serve as AACSB Accreditation accounting team member for an ACC school accreditation visit (2020).
 - Reviewer for Public Interest Section Midyear meeting
 - Reviewer *Critical Perspectives on Accounting Theory*
 - Reviewer *Journal of Legal Tax Research*

GOALS & PLANNING 2019-2024

Our strategic plan, developed in consultation with faculty, alumni and students, will shape the activities of our department over the next five years. Below, I have identified five specific areas that will warrant particular attention.

1. UNDERGRADUATE CURRICULUM

- We have a strong reputation for being innovators in accounting education but we cannot rest on this reputation. As the accounting profession evolves, it is imperative that we adapt our curriculum to ensure that our students are equipped with the most relevant skills and current thinking.
- As we heard in our 2017 Advisory Council forum on developments within the profession, increasingly infusing data analytics and technology skills into our undergraduate curriculum will be essential.

2. INTERNATIONAL

- The exceptional progress we have made in infusing international opportunities into our program is consistent with our reputation for being leaders in accounting education.
- We should expand the opportunities for our students to participate in study abroad experiences and secure funding that allows access for all students, irrespective of their economic circumstances.

3. RECRUITING

- We need to be aggressive in our Kansas high school recruiting but we must also establish recruiting lines into states like Texas. This approach is consistent with the university's Strategic Enrollment Management plan. To achieve this, we will need to draw on Texas alumni and we will need to provide attractive financial support for Texas students to come to Kansas State.
- We will also need to support broad opportunities for students who come from other states to gain employment in those states. This will mean developing specific opportunities to connect our students with recruiters in those other markets.

4. RESEARCH

- Our faculty has embraced a goal to be a leader in public interest accounting research. This public interest focus represents a viable research niche opportunity that is consistent with our role as a professional program within a land grant university.
- We need to find ways to build upon our existing public interest research strengths to move to a position of national prominence in this area.

5. FUNDING

- We need to be creative in identifying new sources of funding.
- One possibility is to pursue a named school of accounting, with an endowment that provides for faculty fellowships, student scholarships, and seed money for new programs.
- This would enable us to retain, recruit and reward high quality faculty, and attract the outstanding students who will become the distinguished K-State Accounting alumni of tomorrow.