PUBLIC ACCOUNTING REPORT

Wolters Kluwer CCH

The Independent Newsletter of the Accounting Profession Since 1978 May 2014

In This Issue

Goodbye, Goldenrod!

PAR goes blue and white after 36 golden years.

For nearly four decades, readers have come to know *Public Accounting Report* for its competitive intelligence printed on distinctive golden paper. Until the 21st century, *PAR* was printed on custom-dyed paper that served as its watermark: No other paper in the world was the exact same shade of gold. At the turn of the century, *PAR* lightened up to a brighter, livelier shade of yellow.

Now, as the digital age thrusts into warp speed, the independent newsletter of the profession is undergoing its most dramatic makeover ever—starting in June.

Next month, *Public Accounting Report* will have a new, fresh look—in blue and white! The cover will feature a detailed table of contents, and each story will flow continuously to its end with no distracting page jumps. The competitive intelligence, informative news features, tables and charts that readers eagerly await each month will appear in two columns for easy readability.

*See **REDESIGN**, page 7*

Women's Initiatives Translate Into Solid Business Decisions

Revenue, continuity, retention stand among the benefits.

The public accounting profession has wrestled with advancing and retaining high-potential women for decades. Discussions of the same conundrum have spanned across careers: If approximately half of accounting graduates are women, why are so few partners at accounting firms women?

Sure, the progress is indisputable. *PAR* research shows that in 1994, about 6.2% of accounting firm partners were women. That same year, women comprised 15% of new Big Six partners and 16% of new partners at other large firms.

Twenty years later, approximately 19% of accounting firm partners are women, "which has actually dropped from earlier years," noted Melissa K. Hooley, chair of the Women's Initiative Executive Committee of the **AICPA** and a partner at Denver-based **Anton Collins Mitchell** (15 partners, three directors, 100 total staff; three offices). At one point, the percentage was 23%, she noted in an exclusive interview with *PAR*. Women now comprise approximately 48% of accounting graduates, according to the 2014 Accounting MOVE Project. (*See PAR EXTRA, enclosed.*)

But the nature of partnership—not to mention quality of life expectations

*See **WOMEN**, page 5*

PwC Adds Data Privacy Team

Firm strengthens emphasis on full range of client data services.

"Holistic" is not a word that you hear tossed around often in the land of public accounting, but it's the word that apparently described the approach of Minnesota Privacy Consultants (MPC), a Minneapolis-based company that PwC US acquired this spring.

The description comes from Shawn Panson, PwC partner and leader of the firm's Risk Assurance Emerging Services practice, in reference to Jay Cline, MPC's founder and president, and his staff, in describing the cultural fit between PwC and MPC.

MPC "has done a tremendous job with their clients, broadening [the concept of] privacy to [encompass] an inventory of clients' data," Panson told *PAR*. At PwC, he said, "We're taking a much more holistic view, and MPC also came with the reputation of taking a more holistic view of clients' data."

By compiling and drawing from a full inventory of such data, Panson said, a firm can help clients not only to ensure data security and privacy, but also to capture the most effective business uses of that data. This approach was one of MPC's strengths, he said.

Another MPC strength, Panson explained, was the way that Cline delivers information to clients.

"Jay's tools and templates have been designed over the years to make things simple, understandable and actionable for clients," he said.

Cline probably honed this skills set, to some degree, through the Twin Cities Privacy Network, a regional

*See **PwC MPC**, page 2*

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network of privacy professionals created by Cline, which includes privacy consultants and practitioners from companies of various sizes. The acquisition also includes the methodologies and benchmarking tools of the network, according to PwC.

"It's … a way to get together, to share knowledge. It's a thought leader group, getting all of the thought leaders together to share privacy concerns and issues," Panson said.

PwC became acquainted with Cline through his involvement in the International Association of Privacy Professionals (IAPP), an industry group, and by word-of-mouth from PwC clients.

As part of the acquisition, Cline joined PwC as a principal and became a leader in the firm's Data Protection and Privacy Practice. The entire MPC team also joined PwC. The Big Four firm coyly declined to specify the exact number of MPC staff members. It is fewer than 10 individuals, but not much fewer than 10, Panson said.

Cline formed MPC in 2006. The company specialized in privacy compliance, particularly in healthcare (including the medical device and pharmaceutical sectors), cloud computing and European privacy protection compliance. The company worked with multinational corporations, government agencies, universities and nonprofits.

Healthcare, Panson acknowledged, was "certainly a strength of MPC." He added that the combination was a great fit that enables PwC to service its existing healthcare clients with MPC's skills set.

Cline and his staff will remain in Minneapolis.

"That's where Jay lives and built his practice. There are a number of large clients there in the healthcare space, as well as in the electronics/technology space," Panson said, but he noted that Cline will play "a national role" in the firm's Data Protection and Privacy Practice, working in many of the firm's key markets.

"We're a few weeks in [with the addition of MPC] here, and Jay and his team are already fully integrated with our existing Data Privacy and Protection practice," Panson said. "Our existing practice does work related to the Federal Trade Commission and orders the FTC has issued to clients. Jay and his team are helping in utilizing our resources in the expansion of our services."

Cline and his staff also have already had an impact in working with privacy aspects of third-party vendor relationships, Panson said.

The addition of Cline and MPC has an international benefit for PwC as well, Panson explained.

"Privacy laws continue to expand and grow … we see expansion of laws not only in the U.S. but in the E.U., as well. Singapore just put out new privacy laws. All over the globe, new privacy laws and regulations are constantly being released, which require action from our clients, and certainly they're looking for our help and guidance. It's a tremendous challenge for our clients and a tremendous opportunity for us," Panson said.

"One other tool that Jay came with was an inventory of what those global privacy laws and regulations are. That's

*See **PwC MPC,** page 3*

Shawn Panson

Jay Cline

PwC MPC, *continued from page 2*

obviously a tool that a lot of our clients are looking for to help them, [in order] to get an inventory of what the privacy regulations are before they can even get started with compliance."

One such law, the Foreign Account Tax Compliance Act (FATCA), passed into law in the U.S. in 2010, requires foreign financial institutions (FFIs) to report to the IRS information about financial accounts held by U.S. taxpayers, or by foreign entities in which U.S. taxpayers hold a substantial ownership interest.

"There's a great deal of concern over the privacy of client information that's being transmitted" as a result of FATCA, Panson said.

In the long term, Panson sees the addition of Cline and his MPC team providing a key benefit toward a comprehensive privacy package for clients. It's not just a compliance issue, he said, but a business imperative that organizations be prepared for a security or privacy breach.

"It seems like every company is going to deal with some type of cyber security concern, if they haven't already, so we're working with our clients to help them develop ... an incident response plan that's all-encompassing," he said. "We're trying to cover all those aspects to make sure our clients are covered upfront with the right controls in place, the right understanding of where their data is, and—on the back end—[to have] a plan in place today … should there be a security breach or a privacy breach, to be able to handle that rather than waiting and reacting after something goes wrong." ■

Guest Column

Integrated Services Evolve As Key To Sustaining Firms

By Joe Tarasco
Accountants Advisory Group
Cold Spring, N.Y.

(*Editor's Note: This is the final installment of a three-part series. See the March and April issues of PAR for the previous installments.*)

In March, this column noted that more than 90% of U.S. accounting firms have revenues under $10 million, and many of them are struggling to grow their top and bottom lines organically.

Slow organic growth in the accounting profession is due to an exceedingly competitive and price-sensitive marketplace, combined with lack of innovation in the types of services offered by public accounting firms.

An overwhelming number of U.S. accounting firms have been providing the same types of services for years, and subsequently, their growth has been a challenge for the last five years, even after making significant investments in marketing and public relations. Firms continue to encounter significant competition in traditional commodity-driven services, but relatively few are attacking the marketplace with new and innovative services, where there is less competition. As competition for traditional compliance services increases,

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they are quickly commoditizing, and fee sensitivity is intensifying as firms compete on price instead of value.

A change in marketing strategy is required to meet the needs and desires of the marketplace and to gain a competitive edge over larger firms with more resources. What better way to differentiate a firm in its marketplace than to be at the leading edge of a new and appealing service? Firms must maintain a contemporary marketing strategy to adapt to the changing marketplace by using an integrated services approach to achieve future organic growth.

Firms that provide integrated services focus on discerning clients' actual needs beyond compliance. They determine how to meet those needs and deliver commensurate service to the marketplace on an accelerated time frame. Delivering quality compliance-type services is no longer enough to be considered a firm that provides quality service. Clients and the marketplace are demanding much more. They want their accounting firm to be an "integrated solutions services provider."

One of the most significant challenges firms face amongst these issues is finding the proper balance of managing the firm as a practice versus a business. The marketplace now clearly dictates that the scales are tipped in favor of the business strategy.

New York-based **Marcum LLP** is a perfect example of a firm moving into an untapped marketplace in an integrated service approach as the same-sex marriage tax compliance and advisory services market place expands. Currently, 25 states allow same-sex couples to file a joint state return, and the number is growing. (*See related item, p. 7; January 2014 and September 2012.*)

Likewise, trendsetters like **Dixon Hughes Goodman**, based in Charlotte, N.C., are solidifying their core services base by acquiring complementary consulting and advisory firms. For example, DHG recently acquired Crossfire Advisory to complement and expand its existing healthcare practice.

Deloitte is shaping its future as an integrated corporate solutions provider by acquiring a business strategy consulting firm, an investment bank, an SAP consulting firm, a construction consulting group and a social media agency all in one year. That's warp speed.

These are examples of firms that are moving rapidly into an integrated solutions approach to service offerings. They evaluated the marketplace and decided which capabilities can be provided in house, which ones are no longer required or profitable and are acquiring the necessary know-how to fill their strategic gaps. Firms must transform and restructure their organizations to have the capabilities to tailor their services to solve clients' problems. Relying on compliance services for organic growth simply isn't a strategy that will take a firm to its next level of success. Firms that don't adapt to the new reality will sink further into the commodity pit and be buried in volumes of low-profit work.

Joe Tarasco

Many firms have developed a platform of contemporary services and have made significant investments in promoting them by upgrading websites, creating professionally written and designed newsletters, hiring professional marketing directors and consultants, designing innovative promotional collateral materials, and other activities; but often, they haven't seen these efforts generate anticipated return on their marketing investments. In such cases, the partners often question whether the investment was worth it.

Quite often, the problem is not the failure of the marketing program or in-house marketing professionals, but rather a failure to delineate when marketing ends and where sales begins. Selling is a contact sport that takes numerous communications and touches with prospects. Marketing supports selling. It doesn't close the sale. Most firms in succession crisis need partners who have the contacts to generate new business. They usually don't have the luxury of developing rainmakers within the time frame necessary to replace rainmaking founders. These firms are better served by hiring a professional in-house salesperson.

Sales professionals can significantly increase the rate of new business opportunities for the firm by identifying and initiating contact with prospective clients and potential referral sources at a much faster pace than client service partners.

In addition, sales professionals can provide support to partners on new client leads and proposals. Hiring a professional salesperson will significantly reduce the amount of time client service partners spend on lead generation. It will also reduce the time gap for results between marketing and sales.

Whereas marketing success depends on a firm's ability to implement a series of well-organized promotional efforts and tools, successful selling depends on the skills of individuals who have the time and experience to develop qualified prospects quickly and introduce them to client service partners, who can develop relationships with prospects and subsequently turn them into new clients.

In today's competitive business climate for quality clients and staff, no firm can afford a status quo culture and expect succession to be successful. Instilling and sustaining a sense of urgency to take the necessary actions to accelerate a successful succession plan is the only choice for remaining an independent firm. ■

Would you like to write a guest column for Public Accounting Report? PAR is looking for guest columns written by firm leaders and experts who wish to share their ideas and stories about leadership, profitability, firm growth, talent management, quality client service, challenges in the profession, and other strategic topics. For further information, email Editor Julie Lindy at julie.lindy@wolterskluwer.com with the subject line: Guest Column Inquiry.

Women, *continued from page 1*

for both genders—has changed over the last two decades as well. So has the nature of competition and accounting firm continuation.

The 2014 MOVE Project data on women's advancement in the profession dovetails with notable trends across the profession and elsewhere, including a succession crisis that spurs consolidation of accounting firms, increased demand by both genders for work/life balance, increased competition and globalization within and outside the accounting profession, and a competitive imperative to expand specialized high-value services and to mine underserved markets to fuel organic growth.

Investing the resources to retain talented women "seems like a no brainer from a business perspective, besides being the right thing to do," said Todd Goldman, a member of the executive committee and board of directors at **Rothstein Kass** (FY13 net revenue: $202 million; 80 principals, 1,000 total staff, 10 offices). "If you're not keeping your share of talent, you'll have a tough time staying competitive." Goldman is based in the Walnut Creek, Calif., office of RK, which is headquartered in Roseland, N.J.

RK began its Rainmakers Roundtable several years ago to help nurture high-potential women managers and senior managers to partnership through unique mentoring opportunities. When possible, women are mentored by male partners outside the offices or business lines where they work to minimize fear and enhance inter-office connections.

The result? A significant bump in revenue and a growing pool of partnership candidates: In 2014, RK saw $6.5 million in direct revenue from its Rainmakers Roundtable.

"I believe the number is closer to $10 million in indirect revenue," Goldman told *PAR*. "In some cases, these women may not have received credit for revenue even though they contributed to it. Also, ROI includes retention, and that's an enormous savings. Lots of studies show the cost of turnover is as much as 2.5 times annual salary per person," and RK leaders believe the Rainmakers Roundtable played a significant role

Melissa Hooley

Todd Goldman

in boosting the firm's retention rate to 43% in key areas.

Four Rainmaker Roundtable women now are principals, and several more will be principals in the next year or two, he added. "A big part was building the pipeline. We planted the seeds, and now the harvest is starting to come in."

Intangible benefits to RK from its Rainmakers Roundtable are evident but impossible to document, Goldman added.

"There are lots of intangible benefits beyond pure revenue and retention," he said. "We've become known as a women's leader. It's helped us land clients. It helps us manage better. I think everybody knows that the more diverse your management group and decision makers are, the better the organization's decisions will be, theoretically. But living through it and seeing it in action, I've witnessed that it really does happen. Everybody is better off."

Sustainability of the profession is also at stake, Hooley added.

"We have an amazing number of professionals in the accounting profession retiring. If we don't retain the talent we have—both men and women—we have real issues," she said. "To keep the profession viable, we have to fill the pipeline, and where we're losing talent is with the women. Firms have to be competitive and sustainable in the marketplace, and the firms that monitor advancement of women well are the firms that are successful."

Strategic women's initiatives are crucial to the long-term success of accounting firms, she added.

"If you look at statistics and demographics, women are advancing. The last piece is at the partner level. I think it's a cultural issue and an individual issue: There are two pieces to the puzzle. Women have to believe they can make it to the top levels and have visible role models, and they have to receive the mentoring and advocating through their careers to get to certain levels and realize certain key skills they need to develop," Hooley said.

Research demonstrates that women tend to believe they need 100% of all skills to do the job at the next level, while men are confident they will learn those skills in the job, she added.

Programs like RK's Rainmakers Roundtable help reframe that perspective for women, which is why RK prefers to pair male partners with rising women.

"One of our tipping points was when we went to our mentorship program," Goldman said. "We reached out to leaders, including me, and asked them to mentor women we'd identified as potential future leaders—typically managers and senior managers—to help them get an awareness of life much deeper in the organization. And in the process, a lot of male leaders got to see not only the challenges women face, but also what they can contribute. The women, by having access to male leaders, learned about opportunities in

See ***WOMEN,*** *page 7*

Change Is Inevitable; Growth Is Optional: Adaptability Becomes A Competitive Imperative

Firm leaders discuss significant changes their firms have made.

In this competitive environment, firms must be readily adaptable to change. This nimbleness means strategizing and planning on an ongoing basis to ensure growth. This month, *PAR* asks firm leaders, "What is a significant change that your firm has made in the last three years that has paid off in terms of growth and profitability? What motivated the change and how was it implemented?"

Charly Weinstein*, CEO,* ***EisnerAmper****/New York (FY13 net revenue: $276.9 million; 177 partners, 976 total staff, nine offices)*:

Traditionally, our firm has grown organically. However, in the recent economic environment, meaningful organic growth has become a challenge. About three years ago, we developed a growth strategy that embraced mergers and acquisitions. A priority for the firm that was integral to our M&A plan was to create national practices built on three of our most successful groups with well-established track records and the potential for rapid growth: financial services, technology and real estate. The strategy is paying off: Our recent combination with San Francisco-based **Harb, Levy & Weiland** had the immediate result of creating national practices for our financial services and real estate groups. The transaction also created a West Coast base for our technology practice. Another direct consequence of our M&A activity was an influx of extraordinary new talent broadening our client service offerings in these key growth areas. The results to date have exceeded our expectations, so our philosophy is to remain open to M&A opportunities as they present themselves.

Tommy Lawler*, managing partner and CEO,* ***Weaver****/Fort Worth, Texas (FY13 net revenue: $83 million; 42 partners, 480 total staff, nine offices)*:

Competition for Texas accounting firms continues to increase as out-of-state firms enter our market. Dallas/Fort Worth and Houston are resilient markets, making Texas very attractive for regional and national competitors seeking Texas' growing business climate advantage to court Texas firms. In the last three years, Weaver made a significant change that provided firm growth and profitability: an emphasis on industry expertise and talent acquisition. This gives us a competitive advantage. We implemented this strategy, communicated it to our team and reinforced our focus so that it became engrained in our culture. We hold ourselves accountable by sharing the plan with the firm, how we plan to accomplish it and reporting the plan's ongoing status. We identified industry groups that lead our growth and emphasize our expertise, knowledge and experience. Our industry-related revenue increased by more than 40%. We focus our industry expertise in every aspect: from hiring to training to business development.

Mark Bosswick*, co-managing partner,* ***Berdon LLP****/New York (FY13 net revenue: $101 million; 39 partners, 398 total staff, two offices)*:

Berdon successfully accomplished the transfer of leadership of the firm as of January 1, 2012, in a seamless fashion, thanks to years of planning. When **Stanley Freundlich**, managing partner for 30 years, began contemplating retirement, a succession plan was put into place that included [five key points]: (1) early identification of successors (*Editor's note:* Bosswick and **Stuart Kotler** were named co-managing partners); (2) expansion of the executive committee from four [members] to eight members; (3) transfer of client responsibility from Freundlich to other partners; (4) continued development of the firm's next generation, including support for higher education (J.D.s, LL.M.s and other certifications)—a large percentage of Berdon's partners, including the managing partners, hold both the CPA designations and J.D. degrees; and (5) development of a "think-tank" approach to client service, which exposes clients to multiple partners and service specialties. The past two years under [our] leadership have seen consistent growth, continued staff development, better internal operations with several key administration hires and further development of select niches. The firm continues to seek out appropriate M&A candidates or lateral partner hires.

Joe Adams*, managing partner and CEO,* ***McGladrey LLP****/Chicago (FY13 net revenue: $1.4 billion; 617 partners, 6,723 total staff, 75 U.S. offices)*:

The most significant change at McGladrey during the last three years was the buy-back of the RSM McGladrey tax and consulting business in November 2011. This was a necessary step to re-energize our partners and put McGladrey on a path to achieve our future objectives. As a reunified firm, we have set forth a new vision to be the first-choice advisor to middle-market leaders and created an

See **EXECUTIVE FORUM,** page 7

Executive Forum, *continued from page 6*

aggressive strategy to bring the vision to life. We have spent significant time engaging our people, and there is a renewed focus and energy within our firm. We have made significant progress on key change missions that are essential to our firm's future, and we have invested in both our talent and client experience. We also continue to invest in growth areas, such as private equity and technology consulting—particularly, cloud and data privacy services. This has driven strong growth and profitability.

Jeffrey Weiner*, managing partner,* ***Marcum LLP****/New York (FY13 net revenue: $350 million; 160 partners, 1,300 total staff, and 23 offices)*:

At Marcum, change is a constant in that we continually work to diversify our service offerings and deepen our talent pool while expanding our firm's accessibility to clients in new regional markets. In 2012, Marcum became the first national accounting firm to establish a full-service practice dedicated to the unique, and often complex, tax and estate planning needs of the lesbian, gay, bisexual and transgender (LGBT) community. (*See related article, p. 3.*) This new practice has quickly grown into a profit center for the firm that will continue to flourish as more states move to legalize same-sex marriage. The past three years have also been a period of marked expansion for Marcum geographically, through both organic growth and M&A. Since 2011, Marcum has integrated eight regional leaders into our firm, expanding our existing practices in New York, New England and California, and giving us a new presence in China.

Steve Howe*, area managing partner,* ***Ernst & Young LLP****/New York (FY13 net revenue: $10.8 billion; 3,807 partners/principals, 39,348 total staff, 173 offices)*:

With the world and our clients becoming more global, EY launched Vision 2020 to respond to market conditions and our clients' needs. This vision enables us to deliver exceptional quality and client service and will propel EY to be the leading global professional services organization by 2020. Vision 2020 includes our defined purpose: building a better working world. We do this in many ways, such as by building trust and confidence in the capital markets, developing talent and giving back to our communities, including recruiting more than 17,000 people this year. Our ability to deliver exceptional client service rests on attracting great people, empowering them to perform at their best, driving a high-performance culture, creating a truly inclusive environment and developing effective leaders. ■

Are you interested in participating as a voice in Executive Forum? Is there a question that you'd like PAR to ask in Executive Forum? PAR welcomes your input. Contact Editor Julie Lindy at julie.lindy@wolterskluwer.com for more information.

Women, *continued from page 5*

our firm that they weren't aware of. Just talking to another person who takes an interest in your career and notes gaps in experience helps launch you in the right direction."

Hooley noted that one differentiator that makes women's initiatives especially successful is they're a joint collaborative effort by leaders who are both men and women.

"We tend to put advancement of women on the shoulders of women leaders to bring up all these women behind them," she pointed out. "That won't work. There has to be a complete cultural shift at firms where men and women work together as leaders to make this happen. Think about it: The 19% of women who are partners can't bring up the 50% of accounting professionals who are women."

Once men understand the business case—the money left on the table and the threat to firm continuity—they're quite happy to participate in women's initiatives, Hooley explained.

"They don't want to lose the talent. It's really a matter of raising awareness of all the leaders and men and women equally participating in advocating and advancing women's issues. Men often don't understand the business issue and how important it is for them to be involved. It's been on women's shoulders too long. It's important for men to advocate for women and for women to advocate for men. Everybody has to share in this. I've found that once men understand the business issues, they are more than happy to be involved, and they're actually really good at it. They just tend to do it more naturally with the men coming up. It's just a little different with someone with different challenges, a different perspective and different experiences."

Goldman agreed.

"The tricky part is when you show your commitment to women's initiatives, you have to balance and educate the males that it's in everybody's best interest," he said. "Men don't need the same things, and they don't all understand that the field is already tilted toward them. Educating males is part of this too."

Another key: Successful initiatives are driven from the top down, Goldman added.

"From the RK perspective, this couldn't have started without some portion of the senior leadership, and all of it started with our CEO, Steve Kass. He's been on board from the beginning." ■

Redesign, *continued from page 1*

We believe this smart new look and easy-to-read format will continue to keep *PAR* an indispensable tool in readers' arsenals of specialized information about the public accounting profession, its innovations, its trends and its competitive intelligence well into the future.

What's blue and white and read all over? The sleek new look of *PAR*, landing on your desks in June! ■

People, Firms, and Promotions

BKR International admitted **Chengdu Zhongda** of Chengdu, China, and **Adebola Sobanjo & Co.** of Abuja, Nigeria, as members.

The New York office of **CBIZ MHM** named **Mitchell Plattman** as a managing director. He specializes in business advisory and consulting services to private equity groups and privately held businesses in the apparel and consumer products industries.

Carol Surowiec joined **Cherry Bekaert**, based in Richmond, Va., as a tax partner in its South Florida practice. Most recently, she was managing director of tax and shareholder at a top 10 accounting firm. She serves multinational companies in the real estate, construction, manufacturing and distribution industries.

New York-based **CohnReznick** elected 11 new partners and principals. They are: **Gil Bernhard** (co-managing partner of the healthcare industry practice/New York); **Jason Burian** (leader of the commercial real estate industry practice/Chicago); **Jonathan R. Collett** (financial services industry practice/ Glastonbury, Conn.); **Peter R. Epp** (co-managing partner of the healthcare industry practice/New York); **Ryan Henigan** (leader of the Baltimore construction industry practice); **Stephanie O'Rourk** (leader of the firm's Long Island hospitality practice/ Jericho, N.Y.); **Corey Rosenthal**, J.D., (leader of the SALT practice/New York); **Linda Rowland** (affordable housing industry practice, not-for-profit and education industry practices/Atlanta); **Ken Slater** (audit, tax and management advisory services/Bethesda, Md.); **Garrett Ushiyama** (assurance/Los Angeles); and **Alan M. Wohl** (leader of the entrepreneurial services group/New York).

Dennis, Gartland and Niergarth of Traverse City, Mich., named two new partners: **Shelly Ashmore** and **James Taylor**. Ashmore previously was a senior tax manager and specializes in partnership taxation, mergers and acquisitions, and business succession and estate planning. Taylor previously was a tax manager and specializes in planning and tax services.

Eide Bailly, based in Fargo, N.D., elected **Linda Koerselman** chair of the board of directors and **Kevin Doyle** as vice chair. Each will serve a one-year term. Koerselman is the firm's director of financial institutions and partner-in-charge of the firm's Mankato, Minn., office. She is the first woman to be elected chair of the board. Doyle is partner-in-charge of the firm's Sioux Falls, S.D., office.

Andrew Wallner and **Jennifer Wallner** were named partners at **Grandchamp, McBride & Prophet** of Marquette, Mich. They are married. The firm's other partners are **Fred Grandchamp**, **Robbie McBride** and **James Prophet**.

O'Connor Davies, based in Harrison, N.Y., admitted the following new partners: **Robert Cordero** (accounting and auditing/Harrison and New York); **Joseph Izzo** (accounting and auditing/ New York); **Gemma Leddy**, (director of O'Connor Davies Wealth Services/ Harrison); **Christine Pronek** (estate and trust practice/Cranford, N.J.); and **Michael Provini** (financial services practice group/New York).

Rosen Seymour Shapss Martin & Co. of New York named **Richard P. Moskwiak** as a principal. He has combined experience in public accounting and tax and specializes in the manufacturing, construction, real estate, retail and wholesale distributor sectors.

Rusth Spires and Assoc., based in Klamath Falls, Ore., welcomed **Bryce Wilberger** as a partner. Wilberger focuses on privately held businesses in the agricultural, healthcare, manufacturing, professional services, retail and technology industries.

Max A. Koss joined **Warren Averett**, based in Birmingham, Ala., as director of international tax. Most recently, he had his own international tax practice. Koss is a Big Four alumnus.

WeiserMazars of New York welcomed three new partners. **Richard J. Bloom** joined the Edison, N.J., office as a partner in the firm's private client services and tax practices. He specializes in trusts and estates. Most recently, Bloom was national leader of trusts and estates at **Rothstein Kass**, based in Roseland, N.J. **Ilene Mak**, J.D., joined the New York office as a partner the tax services practice. She specializes in corporate and partnership tax services to entities in the financial services industry. Most recently, she was with **Deloitte**. **Candace Quinn**, J.D., became a partner in the New York tax office. She provides tax and ERISA advisory services in the areas of global executive compensation and benefits, fiduciary standards, corporate governance and internal controls. She is a former partner at a New York law firm and a Big Four alumnus. ■