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USC Marshall
 School of Business

CALENDAR

August

20 QuickStart Program

September

23 Risk Management: Meet the Professionals

25 Meet the Firms

October

21 Risk Management Advisory Council Dinner

Events are subject to change. Please contact us for the latest information at LeventhalDeansOffice@marshall.usc.edu.

USCLeventhal
 School of Accounting

USC ELAINE AND KENNETH LEVENTHAL SCHOOL OF ACCOUNTING

SPRING/SUMMER 2020



Prof. Ken Merchant Wraps Up 3 Decades With USC



Ken Merchant is a textbook example of the influential, award-winning professors Leventhal and Marshall attract and retain. Merchant joined the faculty in 1990 as professor of accounting, was named KPMG Peat Marwick Professor of Accounting in 1994 and became Deloitte & Touche LLP Chair in Accountancy in 1997.

An expert in management accounting, management control systems and corporate governance, he has earned five prestigious awards from the American Accounting Association: three for Notable Contributions and two for Lifetime Contributions.

MERCHANT, CONTINUED ON PAGE 12

Deloitte US CEO Joe Ucuzoglu '97 Delivers 2020 Virtual Commencement Address

Deloitte US CEO Joe Ucuzoglu '97 delivered the commencement address to USC Leventhal's Class of 2020 undergraduates and graduates in a first-ever virtual ceremony on May 15.

Ucuzoglu received the Leventhal School of Accounting Distinguished Alumnus Award in 2018. He has taken an active role in the advancement of the School as part of the Deloitte USC alumni effort to raise funds for the Deloitte Foundation Technology Center, which will be part of the redesigned accounting building, and through Deloitte's sponsorship of students in the Master of Accounting with Data and Analytics (MAcc D+A) program.

Ucuzoglu talked with us after the address, offering insights into how Deloitte is dealing with the challenges of the pandemic and systemic bias and racism during this historic moment in our nation.

What was it like to do the virtual commencement celebration address for Leventhal?

It was a true honor being a part of the virtual commencement. As a proud alum, the opportunity to celebrate the achievements of the USC Leventhal Class of 2020 in this unprecedented moment in history will be an

COMMENCEMENT ADDRESS, CONTINUED ON PAGE 16

Milli Penner Retires After 32 Years



Milli Penner has been an integral part of the USC Leventhal School of Accounting for 32 years. She helped to develop the undergraduate advising and placement function within the School. As assistant dean of the undergraduate program,

she has overseen all aspects, from collaborating with faculty regarding curriculum and development of student programs, to building a strong network with employers and professionals.

Her work with the students has been especially close. "We work with students from when they come in as accounting majors through helping them get jobs," she said. "We do the whole gamut."

PENNER, CONTINUED ON PAGE 6

A Word From the Dean

To the USC Leventhal Community...

To acknowledge that these are challenging times for higher education is to radically understate the effects of the COVID-19 pandemic. It is probably safe to say that all residential colleges and universities such as USC have been subject to tremendous change and their world has essentially been turned upside down.



Notwithstanding these circumstances, I have watched the students, staff and faculty at the Leventhal School adjust to these changes with speed, skill and dexterity. Indeed, this spring when the campus had to be suddenly evacuated, the entire university was able to immediately pivot from an on-campus to online model of education. In my view, this was accomplished while substantially maintaining an exceptional quality of educational experience.

I have also been struck by how this terribly adverse pandemic has prompted an acceleration of innovation in how technology can be used to enrich the educational experience. We have recognized that technology can allow us to have a richer “classroom” experience in a number of ways. For example, some professors directed small groups of students to address and resolve micro case studies, and then present and defend their conclusions, during class. Many of our faculty have enriched the classroom experience by facilitating “virtual” presentations and individual engagement by senior executives and practitioners without geographical limitation. I am confident that our faculty will continue to identify and adopt creative ways to enrich the learning experience for our students.

Another topic of central importance to USC and the Leventhal School relates to social justice and our abiding need to do more to attract underrepresented groups to the ranks of our faculty and student body. Juneteenth seems to be a particularly appropriate moment to renew our efforts to provide a welcoming and inclusive culture. One of our initiatives, the Leventhal Leadership Program, brings community college students who are excelling in their accounting courses to our campus to learn about professional opportunities available to those with an accounting education. We also provide them with information on attending four-year schools with accounting curricula, with a special emphasis on attending the Leventhal School. We are currently working to adapt this program and others to continue and enhance their effectiveness in attracting individuals to USC.

In sum, it is clear that the Leventhal School faces considerable uncertainty and a number of significant challenges at this time. A most important point to recall at times like these, however, is that such challenges often provide the opportunity for great advances. This, I believe, must be our focus: Out of adversity we must create advancement.

Fight on!

Best Regards,
William W. Holder
Dean, USC Leventhal School of Accounting
Alan Casden Dean’s Chair

LEVENTHAL by the Numbers

NO. 1

USC Leventhal ranking in TFE Times — See page 15

30

of years on the faculty for Ken Merchant, who retires this year — See page 1

1997

Grad year for Joe Ucuzoglu, Deloitte US CEO and commencement speaker — See page 1

70

of Risk Management minors — See page 8

32

of years on staff for Milli Penner, who retires this year — See page 1

2011

Grad year for Velma Coronado who made *LABJ*’s list of top minority CPAs — See page 14

13

of American Accounting Association Awards earned by **3** professors featured in this issue — See Merchant, page 1, Young, page 3, and Dechow, page 4

6

of USC Marshall/Leventhal degrees earned by the **3** 2020 Ph.D. grads — See page 7



Mark Young with Jake Birnberg, his Ph.D. advisor from the University of Pittsburgh, at the AAA award ceremony.

Prof. Mark Young Wins 2020 AAA Award

S. Mark Young is George Bozanic and Holman G. Hurt Chair in Sports Entertainment Business and professor of accounting. He studies management accounting and control system design and has conducted research in the automobile, airline, high tech and entertainment industries. He received the American Accounting Association’s Notable Contributions to the Accounting Literature Award, Notable Contributions to the Management Accounting Literature Award (three times) and, most recently, the 2020 Lifetime Contribution Award to the Management Accounting Literature.

What does the 2020 American Accounting Association Lifetime Contribution Award in Management Accounting mean to you?

The award means a great deal to me, and I am very proud to have won it; however, you can’t win an award like this on your own. I have worked with over 40 co-authors throughout my career so it’s hard to say that this is “my” award since so many people contributed to my career.

What was your reaction when you first heard the news?

The president of the Management Accounting Section of the American Accounting Association, Alan Webb, emailed me and asked me to call him right away on an important issue. My first thought was that something bad had happened, like he had taken ill. So, I called him as soon as I got the message. I must have sounded very concerned as he said, “Hey Mark, I’m OK. I just wanted you to know that you have won the Lifetime Contribution Award in Management Accounting.” I was in disbelief. It was a moment I will never forget.

What do you consider your greatest contributions to the field?

I really like collaborating on big projects such as books. One of those was with Shannon Anderson (at UC Davis), *Implementing Management Innovations: Lessons Learned from Activity Based Costing in the U.S. Automobile Industry*, while the other was with Dr. Drew Pinsky, *The Mirror Effect: How Celebrity Narcissism Is Seducing America* (Harper 2009). Shannon and I spent close to a year gathering the data for that book in 21 plants of

YOUNG, CONTINUED ON PAGE 17



Patricia Dechow with presenter Richard Sansing at the 2019 AAA annual meeting.

Research With Impact

Prof. Patricia Dechow discusses her 2019 AAA award, her research and a vision for the future

Patricia Dechow, Robert R. Dockson Professor of Business Administration and professor of accounting, is one of the leading accounting researchers in the nation. In addition to earning two Distinguished Contribution to Accounting Literature awards from the American Accounting Association, she was honored with the 2019 Seminal Contributions to Accounting Literature Award.

What does the 2019 Seminal Contributions to Accounting Literature Award from the American Accounting Association mean to you?

I am very grateful for the recognition from my academic colleagues. I appreciate that many people have found the paper useful for teaching and research. I am glad that I have helped people better understand the role of accounting in measuring firm performance.

What was your reaction when you first heard the news?

When I heard the news, I wanted to reach out to all the people who helped me through the Ph.D. program at Rochester and

helped me clarify my ideas and test them. So, I sent out a lot of “thank you” emails to my professors in my undergraduate program at University of Western Australia, to the professors on my dissertation committee, to fellow Ph.D. students who had helped me. It was nice to get in contact with these people, some of them I had not spoken to in years. One never does these things alone, and I wanted to show my appreciation to everyone who had helped me.

How has your article, “Accounting Earnings and Cash Flows as Measures of Firm Performance: The Role of Accounting Accruals,” contributed to later research and the field in general?

The insight of my paper was to point out the positive side of accrual accounting. I pointed out that if we did not have accrual accounting, what would exist? Well, the firm would have its cash account at the bank and it would see whether it was higher at the end of the period than at the beginning of the period and the change in cash would be a measure of firm performance. That measure obviously would have a lot of problems. For example, if the firm bought some inventory and had not sold it yet, then the cash balance at the bank would be too low because it would include the cash expenditure for the inventory but not the cash received from the sale of the inventory. Accrual accounting solves this problem by initially recording the cash outlay for the inventory as an asset. Accrual accounting will wait, and it will only record the cash outflow related to the purchase of the inventory at the time when the inventory is sold (that is, accrual accounting matches the revenue created by selling the inventory to the associated costs of buying the inventory) and in doing so creates a better and more timely measure of firm performance than just using net cash flows.

This idea was surprising to people, because many people are taught in finance classes that cash is king and that income is arbitrary and manipulated and should be ignored. My paper pointed out that the accrual system evolved to provide a better measure of firm performance than cash flows. Cash flows are good to know, but net income is also good to know.

Follow-on research developed models to better understand the role of accruals. Other researchers examined whether the relationships I documented held in other countries. Further research pointed out that accruals vary in their “quality” — how well they perform the task of matching or improving the timeliness of earnings. Others looked at how the relationship has changed over time and how it has been affected by new FASB rules. People have examined whether different metrics better reflect firm performance than earnings do, and also which measures are best to use in compensation contracts. A huge area of research ended up examining the quality of accruals and how the stock market interprets accruals and whether one can form trading strategies based on understanding the quality of accruals.

What are your current projects?

I am examining the quality of earnings and the quality of non-GAAP earnings (the metrics produced and reported by managers to shareholders that are not sanctioned by the FASB). I also have

a project where we provide details of accruals reported in the statement of cash flows and where we develop measures of reporting consistency.

Future goals?

The COVID-19 pandemic has created a great deal of uncertainty in markets and has changed the economy in numerous ways. I am very interested in studying the impact of COVID-19 on company earnings and future cash flows. I think the world has changed and will not go back to the way it was, and so I want my research to also adapt and be useful in the new world that we will be living in. I also want to help accounting Ph.D. students at USC do relevant research that will be helpful in the future to investors, managers or other stakeholders.

Is there anything else you want to add?

This is a time of great uncertainty, and I think human consciousness has changed. We realize that we are very interconnected. Everything we do has an impact. I am hoping the pandemic helps humans unite to improve the world for all sentient beings: humans, plants and animals. I hope that our governments will take seriously the sustainable development goals set by the United Nations (<https://www.un.org/sustainabledevelopment/>).

The skill of accountants is measurement, and we need to develop better measurement systems to reflect the importance of things beyond purely measuring things in dollar values. We need to measure the importance of having a good healthcare system to our society, the importance of educating people so we can all be more on the same page, the importance of the quality of human life (not just the length of the human life or how much the person earned).

Currently, I feel that people assume that economic growth means better quality of life for humans, but dollar values do not reflect a lot of things correctly. The consequence is that people can overly focus on things that are measured and do not see the importance of other things that are not measured. There is a saying, if you want people to care about something, then you have to measure it. Once something is measured, it wakes people up to the thing; it can create incentives for people to improve the item being measured, or set improving the measure as a goal. Just think of all the apps that measure how many steps you have taken, or how far you have run. Suddenly you become aware that you have just sat in your chair all day and need to take a walk, and that walk makes you feel better.

I am hoping that accountants can play a big role in creating new measurement systems that are not based on dollar values. I am hoping that accounting researchers will be on the leading edge of helping the world create these measurement systems. It will not be easy, of course. I hope smart students will think about this and come up with creative solutions. I think accounting is a pretty important (but underrated) subject. Accounting can be much more than it currently is. I hope accounting researchers, students and practitioners can play a positive role in helping the earth recover. ■

‘A Big Deal’

Two MBTs get published in spring issue of prestigious journal

It is rare for a Master of Business Taxation student or recent grad to publish, let alone in a prominent, high-level journal. But Volume 22, Issue 1 of Wolters Kluwer’s (CCH) *Journal of Tax Practice & Procedure*, published this spring, featured articles from two USC Leventhal MBTs.

Stefan Shortt BS/MBT ’20 authored: “Challenges to Treasury Regulations Post-TCJA Could Undermine Taxpayer Certainty.” Shortt will begin his professional career as an associate in transfer pricing with Deloitte in Virginia in August.

Juan Guillen MBT ’19 authored: “Relief Procedures for Certain Former Citizens.” Guillen, who was part of the MBT Working Professionals program, is a staff accountant at Cooper, Moss, Resnick, Klein & Co., LLP in Sherman Oaks, Calif.

CCH’s *Journal of Tax Practice & Procedure* is devoted entirely to the complex area of tax practice and procedure and offers practical, timely analysis of current issues and trends in the representation of taxpayers before the IRS, from initial contact through litigation.

The journal hosted a student writing competition at UCLA Extension’s 35th Annual Tax Controversy Institute last fall. Students were tasked with researching and expanding on a topic addressed at the conference.

“Anybody who knows anything about tax knows CCH,” said Diane Comi BSBA ’77, who has been an adjunct instructor at USC Leventhal since 2009. Both Shortt and Guillen were students in Comi’s ACCT 550T Tax Research and Professional Responsibilities class.

“It is pretty special that both Stefan and Juan were published,” said Comi, who has operated her own transactional law practice since 1991. “During my many years of teaching tax and practicing law, I cannot recall one of my students publishing. Tax journals such as the *Journal of Tax Practice & Procedure* are considered sources of more in-depth, detailed and analytical treatment of current topics of interest to tax practitioners, so to have a student write something acceptable for that level of analysis is remarkable. This is a big deal.”

Comi said the opportunity never would have arisen without Steven Toscher, principal of Hochman, Salkin, Rettig, Toscher & Perez, P.C. Toscher specializes in civil and criminal tax litigation and is also an adjunct instructor at USC Leventhal. Toscher has been the chair of the Tax Controversy Institute for the past two years. When he was a guest lecturer in Comi’s class last fall, he invited her and her MBT students



Juan Guillen



Stefan Shortt

PENNER, CONTINUED FROM PAGE 1

The whole gamut includes mentorship programs connecting incoming freshmen and transfer students with students who have been through the recruiting process. To assist students with internships and jobs, the undergraduate program hosts workshops, student orientations and networking opportunities.

“A large percentage of our students go into public accounting. Our students really do have a lot of opportunities to get internships and jobs. They get them early, often after sophomore year. Our students are pretty fortunate in that respect,” Penner said. “Our role is to help them figure out the best path forward.”

A proud Canadian, after working at the University of British Columbia as the assistant director of the School of Dentistry’s Continuing Education Program, Penner moved to California to pursue her master’s degree in student development and higher education administration at Azusa Pacific University.

Initially, Penner was hired at Leventhal as a contract employee to manage the SEC conference. After Dean Doyle Williams learned more about her background, he created an advising position, which grew to include her and three advisors.

Over the past three decades, Penner has worked for five deans.

Penner’s relationships with students, staff and faculty at Leventhal and Marshall kept her there, and kept her fulfilled.

“A couple of times I looked to move to another department on campus, but I realized through that process that the Leventhal School was the best place to be. You certainly don’t get into student affairs and advising for the money,” she said, laughing. “If I’d moved around, I certainly could have made more money, but I don’t think that that would have given me any more fulfillment.”

“I will definitely miss the people — students, staff and faculty across USC,” Penner said of her retirement, “but I plan to stay in touch.”

She means that sincerely. Her connection with the students is so strong that she has remained in touch with grads from 25 years ago. “What’s really fun is when former students become partners at accounting firms or other places and then their kids come into the accounting program,” she said.

“I do think there is a lot of reward in working with students and seeing them grow and develop,” she added. “This year, our commencement speaker was the CEO of Deloitte, Joe Ucuzoglu. I remember when he was an undergraduate student! To see how our students have done very well and to have those continued connections is what has been the most rewarding part of my job.”

At right is Penner’s final email to the accounting students, sent on May 30. ■



Tyler DeGroot

Hometown: Simi Valley, California

Tyler DeGroot also earned his MBT ’11 at USC Leventhal.



What was the topic of your dissertation?

My dissertation focuses on public companies that litigate in the United States Tax Court. I examine the issues that resulted in their controversy with the IRS, the consequences of the litigation for their future tax planning, and whether one firm’s litigation with the IRS has consequences for other firms who might use similar tax planning.

What was the highlight of your Leventhal experience?

The biggest highlight of my experience at Leventhal was my fellow Ph.D. students. Battling your way through the first few years of classes and then working on research projects is quite challenging. The support and friendship of the three other students in my cohort and the rest of the program has been really amazing. Second, being a part of Leventhal as the faculty went from great to world-class has been awesome. There is not a better group, in terms of breadth of research areas and quality of research, to work with as a Ph.D. student.

What are your career plans?

I have accepted a position as an assistant professor just across town at Loyola Marymount University. I am looking forward to teaching more accounting and tax courses, to continuing my research and to starting projects with my new colleagues at LMU.

Satish Sahoo

Hometown: Bhubaneswar, India



What was the topic of your dissertation?

In my dissertation I show that a procedural aspect of current goodwill accounting standard leads to delayed and under impairment of goodwill. Further, I go on to show that this procedural aspect contributes to security mispricing as investors are unable to unravel its implications. My study highlights the need of structural reform in goodwill accounting standard.

What was the highlight of your Leventhal experience?

Leventhal provided me with the opportunity to work with and learn from some of the best researchers in the field of accounting, such as Clive Lennox, Richard Sloan, Mark Soliman and K. R. Subramanyam. The guidance and support I received from them has made me a better researcher and prepared me to succeed as an academic. Further, for me the most treasured experience at

Leventhal is the bonding I shared with my Ph.D. colleagues. Their love and support kept me going through many ups and downs during this period.

What are your career plans?

I hope to become a quality academic who excels both in research and teaching. I also plan to draw upon my research experience to guide standard setters to come up with better accounting standards.

Yingfei (Fiona) Wang

Hometown: Shanghai, China



Fiona Wang is a three-time Trojan, having earned her BSBA ’13, MAcc ’13 and Ph.D. ’20 at USC Marshall and Leventhal.

What was the topic of your dissertation?

My dissertation is on how and why firms provide non-monetary compensation to rank-and-file employees. Specifically, I examine a firm’s innovation orientation and the tightness of a local labor market as two factors in structuring employees’ non-monetary compensation. Prior research in accounting has primarily focused on the design of performance-based monetary employee compensation, and this is the first study that extends this line of research to employee benefits plans.

What was the highlight of your Leventhal experience?

I enjoy and cherish my time at Leventhal, and my favorite moments are definitely those that I spent together with the people there: My first time meeting with my advisor on a bench outside the Leventhal building; lunches and happy hours with Leventhal professors; my first-year summer paper presentation; my dissertation defense; and of course, team building activities with the other Ph.D. students.

What are your career plans?

I am very excited to start my academic career as an assistant professor of accounting at the National University of Singapore. I look forward to working with NUS professors to answer important research questions and explore new datasets or field-based opportunities. My goal is to continue doing interesting and relevant research there, such as the design of incentives and governance mechanisms in the context of enabling innovation. The world is changing rapidly, and so is the way businesses operate. I hope what I do will contribute to the academic community and be useful to practitioners and my students.

USC Leventhal's Risk Management Program

The first students of the Risk Management Program graduated in May. In addition to those 11, four more will graduate in December 2020.

“The program continues to prove its relevance in today’s world, and the knowledge and experiences that our students receive will be a differentiator as they pursue career opportunities,” said Advisory Board President and Aon EVP John Barrett.

The program now has over 70 confirmed minors; has over 60 students engaged in the on-campus risk management and insurance student group, Gamma Iota Sigma/Risk Management Society at USC; and has more than 60 committed Advisory Council members supporting the program.

The program was referenced in the media, including *The Los Angeles Times*, *Rolling Stone*, and *Slate*, several times over the past semester given the focus on risk management during this pandemic (see Faculty News, page 18).

If you are interested in learning more about the program, please contact Risk Management Program Director and Prof. Kristen Jaconi at kjaconi@marshall.usc.edu.

SPRING SEMESTER EVENTS

Jan. 29: **Meet the Risk Management Professionals**

Over 120 students attended the Meet the Risk Management Professionals event, the premier networking and recruiting event for the Risk Management Program. Seventy risk management professionals attended, including representatives from AIG, Alliant, Allianz, Aon, Beazley, Chubb, Disney, FM Global, Ernst & Young, Fox, Gallagher, KPMG, Marsh, Pioneer Programs, PricewaterhouseCoopers, RT Specialty, Shaw Moses Mendenhall & Associates, and Worldwide Facilities.

Feb. 19: **Deloitte Risk Professionals Panel**

Deloitte Campus Recruiting Specialist Laura Tapia, Managing Director Niloo Bedrood, Manager Vlad Polischuk, Consultant Myles Wright Walker and Senior Manager Kim Pagani spoke to the Gamma Iota Sigma/Risk Management Society and the Risk Management minors about Deloitte Risk Advisory. The speakers discussed the internship/full-time positions at Deloitte and gave the students insight on what a day looks like working in risk advisory.



Feb. 27-28: **USC Marshall Executive Education's RIMS-CRMP Workshop**

USC Marshall Executive Education and the Risk and Insurance Management Society (RIMS) co-sponsored a workshop to prepare professionals to take the RIMS Certified Risk Management Professional (CRMP) exam. RIMS now offers the CRMP credential.

Aon Managing Director, USC adjunct professor and CRMP workshop instructor Ward Ching said there were 14 extremely engaged and accomplished risk management, finance and other professionals from CalPERS, Disney, Los Angeles Airport Authority, AARP, Google, a large healthcare nonprofit firm, energy construction and a Yum Brands restaurant subsidiary. The majority of the students were from Southern California, with some travelling from Connecticut and Northern California.



Feb. 28: **WSIA Extreme Risk Takers Symposium**

The Wholesale & Specialty Insurance Association (WSIA) hosted its first symposium for students in Southern California at the USC Hotel. The USC Risk Management Program co-sponsored the event. The all-day symposium featured panels on wildfires, environmental liability and cannabis, a networking event and a career fair. Over 30 USC students attended.

April 1: **Actuarial Speed-Dating and Networking Event**

The Risk Management Society and the Casualty Actuarial Society hosted a virtual actuarial speed-dating and networking event. Over 15 students attended to network in Zoom break-out rooms with Allstate Assistant Actuary A.J. Robinson, Capital Insurance Group Senior Actuarial Analyst Charles Zhu, Mercer Actuarial Associate Rebecca Radke, Mercer Retirement Actuarial Consultant Anne Mullahey, Oliver Wyman Senior Consultant May Ho, and Milliman Associate Actuary Alex Xiao.

Randall Le, VP of Actuarial Development, Risk Management Society, put tremendous effort into organizing the Risk Management Society’s first virtual event: “My whole goal of organizing the speed-dating event was to highlight how the roles and responsibilities of actuaries differ in a wide array of spaces. The diversity in actuarial work is what I think really attracts students into this field, and I’m proud to have showcased that during this virtual event.”

Capital Insurance Group Senior Actuarial Analyst Charles Zhu stated, “I really enjoyed the opportunity to chat with and to provide advice to students considering the actuarial career. It was simply astounding to see how many students showed up to this virtual networking event during this trying time. Students seemed very mature, were very engaged during the event, and asked great questions. It was a pleasure to share my experiences and to positively influence the next generation of actuaries. Overall, I thought the event was a huge success.”

Apr. 6: **Mentorship Program Digital Scavenger Hunt**

The Risk Management Minor Mentorship Program thrived this academic year with 45 Risk Management minors paired with 45 risk management professionals from Advisory Council firms. Instead of the planned April 2020 USC baseball game, the annual group event for the Mentorship Program moved online to a Digital Scavenger Hunt. Eight teams of 46 mentors and mentees, divided into Zoom break-out rooms, hunted for 45 minutes for items across the internet. Clues focused on COVID-19 facts and USC



trivia and included, “Provide the name and photo of the chairman of the Board of Advisors of the Leventhal School of Accounting and the logo of his employer.” Deloitte Management Director and mentor Niloo Bedrood said of the event, “The Digital Scavenger Hunt was so well organized and gave me an opportunity to interact with my mentee in real time and exercise the elements of teaming in a fun way. Our team even won second place which was fantastic!”

April 20: **Advisory Council Meeting and Reception**

USC hosted an end-of-the-academic-year Advisory Council Meeting on April 20 through Zoom. USC Leventhal Dean Bill Holder and USC Marshall Senior Associate Finance and Administration Dean and CFO Sunny Donenfeld welcomed the 70 attendees. Advisory Board President and Aon EVP John Barrett and Advisory Board VP and Disney Risk Management SVP Steve Wilder provided introductory remarks. Leventhal Undergraduate Program Associate Director Arthur Alba discussed the growth in minors from just a few in July 2018 to 70 today from different majors across campus. Updates were provided on the semester’s classes, events, media mentions, endowment campaign and more.

May 15: **Risk Management Minor Virtual Graduation Reception**

The USC Risk Management Program honored its first class of students graduating in 2020 with a Minor in Risk Management with a virtual graduation reception. Minors and their families Zoomed in from across the United States, Bolivia, South Korea and Vietnam. USC Leventhal Dean Bill Holder and USC Risk Management Program Director Kristen Jaconi provided welcome remarks. Advisory Board President and Aon EVP John Barrett, Advisory Board VP and Disney Risk Management SVP Steve Wilder, Aon Managing Director and USC Leventhal Adjunct Professor Ward Ching, and Advisory Board member and Chubb SVP Carl Davidson all provided remarks congratulating the students. The first class of Risk Management minors includes: Alexandra Cadario, Justin Cheng, Cookie Duong, Andrew Kim, Jasmine Klein, Brandon Lee, Megan Moore, Christine Park, Haemin Park, Lena Park, Justin Singh, Andrea Sotelo, Andrew Vega, Lauren Walker and Wei Zhang.



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AWARD-WINNING STUDENTS

Senior Service Awards

Seniors and Risk Management minors Jasmine Klein and Megan Moore were honored with the USC Risk Management Program's senior service awards for their dedication and commitment to increasing the awareness of risk management and insurance among the student population. Co-founders and co-presidents of the Risk Management Society, Klein and Moore increased the membership to over 60 students in spring 2020 and guided the group through its chartering as a chapter of Gamma Iota Sigma, a leading risk management and insurance student group.

CICA Essay Contest First Place Honors

Natalie Kojababian BSBA '21 and Megan Moore BSBA '20 won first place in the Captive Insurance Companies Association essay contest. Advisory Council member Steve McElhiney had brought the essay contest to the students' attention.

"It was truly a wonderful experience working with Megan on the CICA essay contest," Kojababian said. "We had entered the contest to expand our knowledge on captives and put to work what we had learned from our Risk Management classes taught by Professors Jaconi and Ching. We were thrilled to find out that we had placed first after our presentation and are grateful for the support from our new GIS Chapter, professors and mentors."

"It was such an honor to get first place in CICA's Emerging Risk Essay Contest," Moore said. "Natalie and I worked hard to undergo a feasibility study for a fictitious group captive for a cannabis association, and we had so much fun throughout the entire process. We are excited that we brought home a win for the Trojans!"

WSIA Scholarship Recipients

Risk Management minors Brandon Lee BSBA '20 and Shirley Wang BSBA '21 have received scholarships from the Wholesale & Specialty Insurance Association. The WSIA awards these scholarships to further the study of insurance and support exceptional students interested in an insurance career. "The WSIA Symposium enabled me to meet incredible surplus line professionals who revealed to me the thrilling side of insurance," Wang said. "I really appreciate the support from WSIA so that I can pursue a career in risk management, as well as the USC Risk Management Program which opened my eyes to these amazing opportunities."

NEW RISK MANAGEMENT PROGRAM ADVISORY COUNCIL MEMBERS

Jeff English '08, Executive Vice President, W. Brown & Associates

Robert Jellen '65, Managing Director – Entertainment Industry Solutions, HUB International Insurance Services Inc.

Janet Nasburg, Vice President, Enterprise Risk, Salesforce

Chris Rosecrans '02, Vice President Marketing, Philadelphia Insurance Companies



UPCOMING EVENTS

July 22:
Advisory Council Meeting

Sept. 23:
Meet the Risk Management Professionals

Oct. 21:
Advisory Council Meeting

Events are subject to change.

MBT, CONTINUED FROM PAGE 5

to attend the Tax Controversy Institute as his guests. Two of Comi's students signed on. Guillen attended with his firm.

"Steven Toscher is one of the heavy hitters in the tax controversy world, and we are lucky to have him on the adjunct faculty," Comi said. "And for MBT students to have the chance to interact with and meet people from all the senior posts within the divisions of the IRS who spoke at the Tax Controversy Institute was an amazing experience for my students."

Learning and Doing

Comi's one-semester tax research class is designed to help MBTs develop their research, analytical and writing skills, but is not aimed at publishing.

"I'm proud that Stefan and Juan took on a challenge not everyone would be comfortable with, especially being so young," Comi said. "This journal is read by partners and managers at accounting and law firms. The fact that they entered the writing competition says a lot about their confidence and abilities."

Shortt said Comi helped him develop proper writing techniques in class, and she was supportive of his going to the conference. "She opened the door for me and helped me meet the right people," he said.

His article was actually based on a topic from the USC Tax Institute with help from Associate Professor of Accounting Jack Barcal. "Professor Barcal helped me flesh out and write the article based on a topic he covered in his Introductory Tax Theory and Ethics class — the idea of legal deference being afforded to IRS regulations due to the precedent of *Chevron*."

"Professor Barcal's class gave me the basic understanding of how to understand tax case law, how to apply it and why the precedents set by these cases are so important," Shortt said. "He gave me the tools to understand and analyze what *Chevron* means and how it comes into play when it comes to procedural challenges to IRS authority."



His collaboration was incredibly helpful and reassuring."

Guillen's submission to the Tax Controversy Institute writing competition addressed new IRS procedures that help U.S. citizens who have renounced their U.S. citizenship to meet their U.S. income tax responsibilities. "I've worked with clients that have renounced their citizenship or wish to do so, so it was a natural choice for me to pick this as a topic," he said.

The skills he acquired in Comi's class gave him the confidence to enter the competition. "Professor Comi sparked a desire in me to write," Guillen said. "As part of her course, Professor Comi assigned several writing assignments. She provided a lot of feedback to me, and the class, which challenged me to improve my writing. The research methods I learned from her gave me the confidence and skill to write for the competition."

Guillen uses his research skills at the office as well. "I work at a small firm, so we don't have 'go-to specialists' that we can pick up the phone and call like at the big firms. When the partners at my firm need research on a unique issue, they can be confident that the results I give them will allow them to make informed decisions."

With an interest in continuing to publish, Guillen asked Comi for her advice on topics. She offered to provide assistance but recommended that he first talk with his mentor at Cooper, Moss, Resnick, Klein & Co., LLP, Arthur "Kip" Dellinger Jr. Dellinger is a prominent practitioner and writer on tax matters and is a partner at Guillen's accounting firm. Dellinger is, in Comi's words, "a legend who has a deep understanding and wealth of experience in tax and how things work in D.C."

"I have to mention my gratitude toward Kip, who has encouraged me throughout my studies," Guillen said. "And of course, gratitude to my firm, who provided the financial support to attend the MBT program as a working professional." ■

Internal Audit Panel for Undergrads

Professor Rose Layton invited a panel from the Institute of Internal Audit to speak to her ACCT 373 Introduction to Audit and Assurance Services class this spring. The event at Fertitta Hall featured a lecture on IA and how it differs from external audit, an hour panel discussion and time for student questions. The panelists were:

- Ryan Jackson** (Moderator), EY Senior Manager
- Richard Lee**, Chief Audit Executive, Snap Inc.
- Joyce Li** (Alumna), EY Manager
- Jannies Burlingame** (Alumna), IIA LA Chapter President; Previous CAE; IA Consultant
- Aila Pallera**, KPMG Managing Director
- Thomas Grimberg**, Executive Director, IT Audit, USC (Previous Director of IT and Security Audit, ERM at Western Digital Corporation)
- Andrew Tinseth** (Alumnus), Chief Audit Executive, USC
- Wendy Huang**, Executive Director, Healthcare Audit, USC

MERCHANT, CONTINUED FROM PAGE 1

His Lifetime Contributions to Management Accounting award recognized his significant impact on management accounting education, research and practice — in particular, his research and teaching focused on topics that advance business practice, innovative case-based teaching focused on how business actually operates, and his service to companies and professional organizations.

A recipient of the AICPA Distinguished Achievement in Accounting Education Award, Merchant was recognized for his outstanding teaching and his national prominence in the accounting profession. His extensive list of honors also includes several awards for teaching and service from the Institute of Management Accountants (IMA) and membership in the AAAJ Interdisciplinary Accounting Research Hall of Fame.

As evidence of his far-reaching influence, Merchant has been asked to give research presentations in 31 countries. He was also one of nine academics included on a list of “Influencers 2007” by *Business Finance* magazine.

Merchant was dean of USC’s Accounting School between 1994 and 2001 — during the momentous time when it was renamed the Elaine and Kenneth Leventhal School of Accounting. He served as senior associate dean of corporate programs for Marshall in 2003 and 2004. He has published 11 books and monographs as well as numerous journal articles and teaching cases. In addition to serving on the editorial boards of the field’s most prestigious journals, he has also served in a number of leadership positions with the AAA, CIMA, NACD and FEI.

Merchant began his career at Texas Instruments, Inc. and Ernst & Ernst (now EY). He has also worked as a freelance consultant/teacher for many organizations, including Amgen, Arco, AT&T, British Airways, Campbell Soup, Digital Equipment, East-West Bank and World Bank, among others. His board service has included three public corporations, two private corporations, one mutual fund and four nonprofit organizations.

What did you enjoy most about being a professor at USC Leventhal?

The job of professor brings with it many joys. One fun challenge is studying a subject and figuring out how best to convey the knowledge and skills to students with varied backgrounds.

The students themselves are another joy. It is rewarding to see them progress in their knowledge, and then their careers, and working with them helps to keep us young.

The research part of our job is rewarding because we are developing insights on topics of our own choice at the cutting edge of knowledge. It is the ultimate intellectual challenge. And it is a pleasure to get to work with so many really smart and talented people, not only at USC, but also with those who share our topic interests across the country and around the world.

Of your many research articles and books, which do you feel have made the most impact?

The publication that has given me the most visibility is my textbook on *Management Control Systems* (now co-authored with Wim Van der Stede from the London School of Economics). That book, first published in 1998, has become the worldwide leader in its market segment.

My academic publication with the largest impact was probably an article on budget target setting published in *The Accounting Review*. In that article (co-authored with Jean-François Manzoni, a doctoral student), I showed that in most cases companies set budget targets that are highly likely to be achieved, and I explained the wisdom of that choice. The insights from that research study were in conflict with most of the advice being given in the research articles and textbooks of that time, namely to set challenging targets that will be missed more often than they are achieved. But my findings have been replicated many times since. It is not often that one research paper leads to a change in the prevailing wisdom, but maybe this paper can be said to have led to the impetus to do that.

What were your most important contributions to Leventhal as dean? What did you most enjoy in that role?

The dean role is quite different from the professor role. It’s more a management role. A dean has to help the faculty develop and implement a strategy, with help from staff and alumni of course. Then the dean has to lead the execution of that strategy and bring in the resources needed to help the school thrive.

I think my most important contribution as dean might have been that I kept alive USC’s tradition of maintaining a broad-based school of accounting, with research strengths in five areas: financial accounting, management accounting, auditing, taxation, and accounting information systems. During my time as dean, the accounting faculty, staff and alumni met in a series of formal strategic planning meetings to affirm that strategy, and we worked to maintain and build our strengths in all five of those specialty areas.

One part of the dean job that I enjoyed was the opportunity to learn more about the functioning of the Leventhal School within the broader context of the Marshall School and USC. I also enjoyed meeting so many of the alumni and friends of the School in the



Leventhal community. Some of the people I met are still good friends of mine, and I cherish those relationships.

And clearly the highlight of my time as dean was the naming of the School by Ken and Elaine Leventhal. Their names will be associated with our School in perpetuity. I greatly valued the opportunity to be there at this momentous time and to get to know the wonderful Leventhal family and also many of their highly accomplished friends.

What do you consider your greatest career accomplishment(s)?

I guess I could mention some of my publications, my time as dean, or some board work or service assignments. But I will instead say that I am most proud that in my 42 years of being a professor I missed only one class. (That was during my time as dean when I had to attend an important committee meeting on the other side of the country. For that class I did get one of our best faculty members to substitute for me, and I gave her my full lesson plan.) Other than that, I did not miss any classes. My philosophy has always been that the teaching responsibility is primary; nothing should interfere with my teaching assignments. I have always done my best to execute that philosophy. “In sickness and in health, good weather and bad”

You have earned far too many awards to list here! Which has meant the most to you?

I am proud that over the years I have been given significant awards by so many different organizations, including the American Institute of Certified Public Accountants (AICPA), American Accounting Association (AAA), Institute of Management Accountants (IMA) and Financial Executives International (FEI).

Of those awards, the two lifetime achievement awards given to me by two of the AAA sections — Management Accounting and Accounting, Behavior and Organizations — are probably the most meaningful because they recognize research contributions over many decades.

I also enjoyed being given an honorary doctorate by the Turku School of Economics. My family and I were able to be part of a wonderful, elaborate ceremony that dates back to the year 1634.

What life and/or career advice do you share with students?

When I was in school, I hated accounting — I took as little of it as I could get away with, even up through my MBA program — and I knew that I did not want to teach. It’s funny how things turn out.

When I started my career (at Texas Instruments in Dallas), the country was in a recession, and the best jobs that were available were in accounting. So I learned accounting on the job and found that I liked it. I wanted to learn more, and since I already had an MBA, Ph.D. was the only degree left. During my Ph.D. program, I got socialized into the life of research and teaching, and the rest is history.

So my primary piece of advice to students is to prepare broadly

and seek varied experiences. You never know where you might end up.

What are your retirement plans?

I expect to stay quite busy. In the beginning, I will continue to work on the research projects that I have started but not completed. I want to see them to the end. I have also agreed to be a plenary speaker at upcoming research conferences in Austria and Finland.

When my time frees up, my wife (Gail) and I would like to do more traveling. Not so much to places in the developed world. I/we have already done a lot of that — over the years I have given talks in 31 countries. But there are a lot of places in the less-developed world that we would like to visit.

...my primary piece of advice to students is to prepare broadly and seek varied experiences. You never know where you might end up.

Another activity that I will spend more time on is angel investing; that is, investing in very early start-up companies. I am currently doing some of that, and I currently serve on the board of the Pasadena Angels investing group. It is a fascinating intellectual challenge to figure out which

out of all of the startup companies that are presenting to us will be successful. While most of the start-up stories sound compelling, history tells us that the vast majority of start-up companies fail, and only about one in 20 of them will become a great success. But how to separate the good from the not-so-good? I still have much to learn about how to do that effectively.

And my final plan in retirement is to exercise more regularly and to play more golf.

Tell us something personal about yourself.

I love sports, both to play and to watch. I was a baseball player in college. My main sport to play now is golf. And I love to watch college sports, especially USC football and basketball. I have also been a fan of the Dodgers since 1955 when they won the World Series by beating the hated Yankees.

Is there anything you want to add?

I am very thankful that in my time at USC I was able to work with so many wonderful, talented people. I hesitate to mention names for fear that I would leave someone off what would be quite a long list. Working at USC has been an honor and a pleasure, and my retirement is not the end of my association with USC. I hope to keep in touch with as many USC people as I can going forward. ■



An Early Career Honor

Velma Coronado '11 earns place among top minority CPAs

Although just short of 10 years out of USC Leventhal, Velma Coronado '11 has already reached a career pinnacle. She was named one of the top minority CPAs in Los Angeles in the *LA Business Journal* April edition.

Coronado is a born and raised first-generation Mexican American Angeleno who transferred to USC from community college. After graduating from Leventhal, Coronado joined RBZ, now merged into Armanino, where she is currently a manager in Business Management. Coronado provides Family Office Services to high net-worth individuals and their closely held entities. She actively engages in Armanino's Women's Action Network and IDEAL (Inclusion of Diverse Employees and Leaders) committee.

Coronado gives back and empowers others outside her firm as well. She is a member of the CalCPA Accounting Education Committee, where professors and professionals share insights on trends. She is on the executive board for Resources for Educational and Employment Opportunities, co-founded by a USC alumnus, Scott Stimpfel '02, to help transfer students make the

transition to four-year universities. Coronado also volunteered as a counselor with Leventhal's Summer Leadership Program, which introduced underrepresented high school students to business and the college experience.

How does it make you feel to be included among the top minority CPAs in LA in the *LA Business Journal*?

I am very honored and proud to be among respected colleagues in the accounting profession, a community that I aspired to join before I started my professional career. I hope that having my ethnic name in a respectable publication encourages future first-generation students to pursue educational and professional endeavors. My goal was to attain a position where I could use my experience to make a difference within my community. I feel very fortunate to have reached a place in my life where I am able to do so. I am also humbled and grateful for the recognition. I am conscious that this is a career high resulting from the combination of my resilience and my incredible support system.

Why did you choose to study accounting?

As a senior in high school, I worked as an assistant for a certified financial planner at NBC/ Universal and thought it was exciting to be in a position that planned people's financial futures and their retirements. The benefits for the clients aren't felt until they retire, however, and I wanted to help them more immediately. That led me toward choosing the accounting and tax profession to help people preserve their hard-earned income.

Do you feel Leventhal supported you as an underrepresented student?

Absolutely. Leventhal was consistently an all-inclusive environment, and I felt equal to my peers regardless of my ethnicity. In retrospect, I was amongst a few Latinx students, but I never felt a difference in my quality of education. I strongly believe that USC Leventhal is an inclusive school that is committed to the preparation and success of all their students.

What parts of your Leventhal experience and which faculty members were particularly helpful in getting you where you are?

Leventhal has been a top 10 accounting program for years. It prepared me for the profession, especially because most of the professors have been in the industry and incorporate their experience into their curriculum. When I graduated and started working, it was easy to hit the ground running by applying the skills I learned in these courses at Leventhal.

I was very fortunate to connect with Professor Chrislynn Freed. She is an absolutely amazing mentor to many people, and she is an impetus to the future success and careers of many transfer students at USC. Professor Freed truly invests time in taking students under her wing and helps in any way possible. Personally, she helped me with my confidence in interviewing, which had a domino effect and landed me a full-time offer. She was also very helpful in the classroom. I remember her office hours were very

busy; there was always a line for students to talk to her. She is the kind of professor that you come to USC for, a professor who really cares and will help you succeed.

What do you love about your job?

I enjoy the constant evolution and continual learning. I also enjoy being part of a team where we collaborate to provide the best client service. Armanino is definitely an innovative and entrepreneurial firm. We are growing every year and constantly invest in the most current technology. I have learned that in this business you have to welcome change and be ready to adapt. Our firm is often implementing new initiatives to find the most efficient and effective ways we can service our clients. Lastly, I appreciate that Armanino champions transparency and mentorship. I primarily work with a female partner, who provides me the great fortune of a strong leadership example.

Tell us about what you are doing with Armanino's Women's Action Network.

The Women's Action Network started in early 2016. It was a manager initiative to build women a path of promotion to partner. It also kicked off an Executive Access Program that gives women access to leadership of our firm who sponsor you and groom you to join the firm's Partner Track Program. This initiative is exciting because it allows you the visibility of tangible benefits. I mentor and empower our female staff, and I'm a contributing voice to leadership.

What do you do as a member of the IDEAL (Inclusion of Diverse Employees and Leaders) group at your firm?

The IDEAL committee started in June 2019, when our CEO, Matt Armanino, signed an action pledge for diversity and inclusion. The committee is a combination of 15 professionals from different offices and is inclusive of all groups of interest. We have open and honest conversations around diversity and inclusion, elevate concerns, suggestions and areas of improvement to eliminate unconscious bias. We are also identifying how we can recruit, mentor and retain underrepresented minorities. We are leveraging our differences and are proactively creating an environment where people feel safe to share their opinions.

Tell us about your experience with Leventhal's Summer Leadership Program.

I participated as a counselor in Leventhal's Summer Leadership Program for three years. It was a fulfilling program because underrepresented high school students were provided the opportunity to experience a week in a Trojan's life at no cost to them. The students attended business classes during the day and collaborated with their team during the evenings to prepare for a business presentation. As a counselor, I supervised them and guided them on their projects. I am always ecstatic for the opportunity to be of service to underrepresented communities. It is a point of pride that I can contribute to making a positive difference. ■

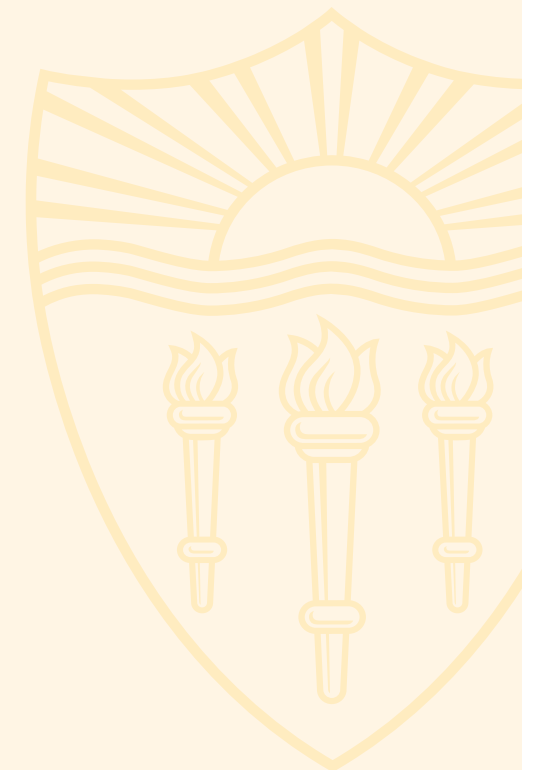
No. 1

USC Leventhal has been ranked No. 1 for graduate accounting programs in the TFE Times 2020 rankings.

Vanderbilt, Washington University in St. Louis, Case Western Reserve and the University of Notre Dame follow in the top five.

TFE Times, a popular academia site that publishes university rankings each January, bases rankings on several criteria, including GMAT scores and mean starting salary and bonus.

"Rankings such as this one only validate what we already know, that USC Leventhal's graduate accounting programs offer tremendous opportunity and value for our talented students," said William Holder, dean of Leventhal, Alan Casden Dean's Chair and professor of accounting.



COMMENCEMENT ADDRESS, CONTINUED FROM PAGE 1

unforgettable experience for me. I am confident that we will look back many years from now and be reminded of the extraordinary resilience of this class. Despite present circumstances of the pandemic, technology brought the USC community together in a meaningful way, allowing us to celebrate the special occasion in a way we've never done before. I reflect on my own graduation day and the opportunities that were made possible to me because of the strong foundation I received at Leventhal. I have no doubt that this graduating class will be met with rewarding opportunities along their career journeys and will continue to distinguish themselves through the values, skills and network they've been enriched with at this great institution.

As you chart your own course, remember that ultimately your own success is a function of how effective you are at helping others to be successful.

What do you consider the keys to your success?

Everyone defines success in their own way — which can include a unique combination of career, family and friends, health and well-being, pursuing personal passions, or playing a

greater role in the community. I have been very fortunate to spend my entire career at Deloitte, and this has been foundational to every one of these dimensions of success, including my family life (I met my wife early in my career at the firm!). The reason I have chosen to remain at Deloitte is because the organization's values are aligned with my own, allowing me to thrive in a profession I love while at all times staying true to the highest levels of ethics and integrity. As you chart your own course, remember that ultimately your own success is a function of how effective you are at helping others to be successful. The more you are able to help your colleagues through challenging circumstances, and deliver great results for your clients, the more responsibilities will be entrusted to you. And have the confidence to take full advantage of the multitude of opportunities that you are presented with — find a way to say "yes" when you are asked to take on something new!

What are your priorities and strategies as CEO of Deloitte? Why are innovation and inclusion central to your outlook?

Innovation and inclusion are central to every aspect of our strategy, and they are highly integrated and reinforcing of each other. We are in the early stages of the fourth industrial revolution, which is creating unprecedented opportunities fueled by the rapid pace of technology change. This transformation is only being accelerated by the pandemic, as the world has been compelled to digitize even more rapidly. Yet, even in the face of so much technological progress, the true differentiator of successful organizations continues to be the human element. The most successful companies leverage advanced technology to make

Joe Ucuzoglu is the chief executive officer (CEO) of Deloitte US, leading the largest professional services organization in the United States. With more than 100,000 professionals, Deloitte provides audit and assurance, tax, consulting, and risk and financial advisory services to a broad cross-section of the largest corporations and governmental agencies.



Ucuzoglu remains actively engaged with many clients across multiple sectors. He frequently speaks on a broad range of current issues facing the business community such as building a culture of purpose and inclusivity, the evolving regulatory landscape, and the role that businesses must play in leading society through the rapid pace of technology-driven change.

Previously, Ucuzoglu served as the leader of Deloitte's Audit & Assurance practice in the United States. He also served as the national managing partner for government, regulatory and professional matters.

Earlier in his career, Ucuzoglu served as senior advisor to the chief accountant at the Securities and Exchange Commission (SEC), advising on complex accounting, auditing and public policy matters, and interacting frequently with other governmental agencies and Congress.

Ucuzoglu serves on the board of directors of the U.S. Chamber of Commerce and the Partnership for New York City, the governing board of the Center for Audit Quality, and the executive committee of USC's SEC and Financial Reporting Institute. He is a member of the Fortune CEO Initiative, the CEO Action for Diversity and Inclusion, the Economic Club of New York, and the Committee on Capital Markets Regulation.

Ucuzoglu received a B.S. in accounting from the University of Southern California.

people even more productive and successful. And, in turn, it is well established that diverse organizations perform better and innovate more successfully; diverse teams drive higher levels of innovation by coming at challenges through a combination of lenses and producing true breakthroughs. The tragic events in recent weeks have further reinforced how much more work we have to do as a country to eradicate racism and systemic bias, and bring about a truly inclusive society. Deloitte has a long history of leading the way on matters of diversity and inclusion, and I am

confident we will once again do so to make a positive difference for our clients and society at large.

What new challenges are you facing during this unprecedented pandemic?

The scale and speed at which society has been impacted by this pandemic has no parallel in most of our lives. First and foremost, at Deloitte we are prioritizing the health and well-being of our people, continuing to deliver our important work to clients, and supporting our communities. Our professionals are looking to us to help them stay connected in a virtual environment — transparent communication is key. Moreover, it's critical we strike the right balance in how we navigate the short- and long-term. The current circumstances are certainly challenging, but I remain highly optimistic about the long-term. The pace of innovation has never been greater, and the need for what we do is only growing as society looks to Deloitte to help navigate the journey towards a truly digitized world. We have the opportunity to help solve some of the most complex challenges in business and society, and this is what excites our people!

You stay connected with USC by interacting with USC alumni working at Deloitte and coming back to campus to speak in accounting classes. What do you enjoy most about these experiences?

We certainly have a strong USC community within Deloitte and are proud of our long-standing relationship with the University. During my visits, it's a tremendously rewarding experience to learn about all of the exciting ways the dedicated faculty are preparing our future generation of leaders and to hear what's on the minds of the students. Being back on this beautiful campus and experiencing the vibrance of the University community — especially when I visit during football season — is an unrivaled experience. It takes me back to my own time as a student — I still have fond memories of sitting in Dean Holder's class (he wasn't the dean back then!). It's always special when I'm able to return to my roots in the Trojan family. ■

YOUNG, CONTINUED FROM PAGE 3

General Motors and Chrysler, while it took Drew and I over two years to amass data from over 200 celebrities. Data collection was grueling but so worth it in the end. In 2018, I also completed a book on the USC Men's Tennis Team called *Trojan Tennis: A History of the Storied Men's Tennis Team at the University of Southern California*.

You have a number of affiliations at USC, so does your work tend to be interdisciplinary or just broad, or would you describe it a different way?

For me it is interdisciplinary. When I was an undergraduate at Oberlin, I was exposed to many intriguing people and ideas from which I developed many interests. My advisor at the Pitt doctoral program, Jake Birnberg, also had me read papers from psychology, economics, political science, history and sociology

which furthered the appeal of interdisciplinary research. Further, the way that I like to do research is to start by understanding the history and inner workings of the industries that I want to study. That means going inside companies to talk to people and observe the environment first hand. For instance, before I started doing research in the entertainment industry, I conducted over 100 interviews with executives, writers, actors, agents, business managers, guild members, directors, producers, filmmakers, editors and anyone else who would talk to me.

Since your wife, Ernst and Young Professor of Accounting Sarah Bonner, was honored with the AAA Lifetime Contribution Award in Behavioral Accounting in 2017, I understand you have some unique bragging rights. Can you tell us about that?

My wife, Sarah Bonner, is one of the leading scholars in the world in the area of judgment and decision making in accounting. I am extremely proud of her and her many accomplishments, and in particular her book *Judgment and Decision Making in Accounting* (Prentice Hall 2008). And, to my knowledge, we are the only couple who have won Lifetime Achievement Awards in two different branches of accounting research.

What are your current projects?

Currently, I am working with co-authors, Aner Zhou (one of my doctoral students), Fei Du (a former student now a professor at the University of Illinois) and Eric Allen who is on our faculty. We are studying the phenomenon of the underreporting of box office revenues in the Chinese theatrical market. I am also working on a paper with Fiona Wang (another of my doctoral students who just graduated with her Ph.D.) and David Erkens at Georgetown on the conditions under which companies allow employees to work from home.

Future goals? Have you and Sarah considered doing any projects together?

Drew Pinsky and I would like to write the sequel to our narcissism book. Since we published that book, narcissism has exploded in our country and manifested itself in ways we didn't see coming. We would like to explore the reasons for narcissism's rapid rise and what this means for our global business and society.

Sarah and I work in very different areas. We have written two papers together earlier in our careers, but we both have different research agendas so future collaboration will be difficult.

Is there anything else you want to add?

I love my job. I am compensated to read and write about the topics that I am passionate about. I also have the wonderful opportunity to teach and get to know a wide variety of undergraduate, graduate, executive and doctoral students in so many different programs. Many of these students have become lifelong friends. While I think that research is a critical part of the job, my personal belief is that teaching and influencing students is the greatest contribution that any faculty member can make. ■



FACULTY news

APPOINTMENTS

Chrislynn Freed

Chrislynn Freed was appointed president of the CalCPA Education Foundation for a one-year term 2020-2021.

AWARDS & HONORS

Kristen Jaconi

Kristen Jaconi received a Golden Apple Award for Excellence in Teaching.

Ken Merchant

Ken Merchant's article (with C. Stringer and P. Shantipriyan), "Setting Financial Performance Thresholds, Targets and Maximums in Bonus Plans," won the 2020 award for Best Paper published in the *Journal of Management Accounting Research*.

Julie Suh

Julie Suh received a Golden Apple Award for Excellence in Teaching.

S. Mark Young

The Association of International Certified Professional Accountants and the Management Accounting Section of the American Accounting Association named Mark Young as the recipient of the 2020 AAA Lifetime Contribution Award. The annual award recognizes professionals who have made special contributions to management accounting education, research and practice.

MEDIA MENTIONS

Ward Ching

The USC Leventhal Risk Management Program was featured and Ward Ching was quoted in:

RIMS Workshop at University of Southern California Drawing Broader Insurance Professional Audience, *Insurance Journal* (Feb. 18, 2020): <https://www.insurancejournal.com/news/west/2020/02/18/558700.htm>

Kristen Jaconi

Kristen Jaconi was quoted in:

"Everything Is in Chaos: The Concert Business Stands to Lose Billions From Coronavirus," *Rolling Stone* (March 11, 2020): <https://www.rollingstone.com/pro/features/live-music-concerts-coronavirus-risks-losses-965482/>

"Can L.A. Nightlife Survive the Coronavirus?," *Los Angeles Times* (March 12, 2020): <https://www.latimes.com/entertainment-arts/music/story/2020-03-12/coronavirus-la-nightlife-clubs-bars>

"Tokyo Olympics Postponed Because of the Coronavirus Outbreak," *Los Angeles Times* (March 24, 2020): <https://www.latimes.com/sports/story/2020-03-24/tokyo-olympics-becomes-biggest-sporting-event-halted-by-coronavirus>

"Deciding to Postpone the Olympics Was Tough. Actually Moving Them May Be Tougher," *The New York Times* (March 25, 2020): <https://www.nytimes.com/2020/03/25/sports/olympics/coronavirus-olympics-postponement.html>

"The Logistical Hell of Postponing the Olympics for One Year," *Slate* (April 14, 2020): <https://slate.com/culture/2020/04/tokyo-olympics-postponed-logistics-plans-costs.html>

Thomas Phelps

Thomas Phelps was quoted by *Forbes* in an article about Microsoft aiming to upend the robotic process automaton market: <https://www.forbes.com/sites/tomtaulli/2019/11/15/microsoft-aims-to-upend-the-rpa-robotic-process-automaton-market/#26268c6b6cd9>

Zivia Sweeney

Zivia Sweeney was quoted by *Bloomberg Law* in an article about Mattel identifying financial controls to improve: <https://news.bloomberglaw.com/securities-law/mattel-identifies-financial-controls-to-improve-stands-by-pwc>

S. Mark Young

Mark Young was quoted in *Nikkei Asian Review* in an article about China's fan economy:

<https://asia.nikkei.com/Business/Media-Entertainment/When-China-s-massive-fan-economy-goes-wrong>

PRESENTATIONS

Mark DeFond

Mark DeFond gave a keynote speech at the Chinese University of Hong Kong Annual Conference.

PUBLICATIONS

Patti Dechow and Richard Sloan

Patti Dechow and Richard Sloan's paper (with Jean Jieying Zeng), "Is It a Home Run? Measuring Relative Citation Rates in Accounting Research," was published in *Accounting Horizons*, Vol. 34, No. 1 DOI: 10.2308/acch-52570, March 2020, pp. 67-91.

Mark DeFond

Mark DeFond's paper (with Mingyi Hung, Jinshuai Hu and Siqi Li), "The Usefulness of Fair Value Accounting in Executive Compensation," was accepted for publication in the *Journal of Accounting and Economics* (forthcoming 2020).

Mark DeFond's textbook, *Financial Accounting for Decision Makers*, was published by Cambridge Business Publishers, Westmont, Ill. Second Edition (2019).

Mark DeFond and Ph.D. student Fan Zhang

Mark DeFond and Ph.D. student Fan Zhang's paper (with Jieying Zhang), "Auditing Research Using Chinese Data: What's Next?," was accepted for publication in the *Journal of Business Research* (forthcoming 2020).

Jesse Gardner (Ph.D. student) and Shane Heitzman

Ph.D. student Jesse Gardner, along with Shane Heitzman and Merle Erickson (University of Chicago), recently published "Altera and the GAAP Financial Statements of Other Public Firms" in *Tax Notes*. This article was cited in Altera's brief to the Supreme Court in a June 1, 2020 petition for writ of certiorari in *Altera Corp. vs. Commissioner of Internal Revenue*.

Shane Heitzman

Shane Heitzman's paper (with Sandy Klasa), "Informed Trading Reactions to New Private Information: Evidence from Private Merger Negotiations," was accepted for publication in *Management Science*.

Ces Jackson

Ces Jackson's paper, "The Global Structured Finance Industry Is Moving Fast: Is It Time for GAAP's Treatment of the Related Cash Flows to Catch Up?," was published in *The CPA Journal*, Feb. 2020.

Ken Merchant

Ken Merchant's paper (with M. Matějka and W. O'Grady), "An Empirical Investigation of Beyond Budgeting Practices," was accepted for publication in the *Journal of Management Accounting Research*.

Ken Merchant's paper (with M. Emmer), "Measuring Marketing Return on Investment," was accepted for publication in *Strategic Finance* (July).

Dan O'Leary

Dan O'Leary's paper, "Evolving Information Systems and Technology Research Issues for COVID-19 and Other Pandemics," was published in the *Journal of Organizational Computing and Electronic Commerce*.

Mark Soliman

Mark Soliman's paper (with A. Abdel Meguid, J. Jennings and K. Olsen), "The Impact of the CEO's Personal Narcissism on Non-GAAP Earnings," was accepted for publication in *The Accounting Review* (forthcoming 2021).

Mark Soliman's paper (with M. Moataz and C.G. Ntim), "The Role of National Culture in the Adoption of International Financial Reporting Standards," was accepted for publication in *Research in International Business and Finance* (forthcoming 2021).

Mark Soliman's paper (with J. Jennings and H. Seo), "The Market's Reaction to Changes in Performance Rankings," was accepted for publication in the *Review of Accounting Studies* (forthcoming 2020).

Mark Soliman's paper (with A. Lopes and I. Lourenco), "Is the Relation Between Non-Controlling Interests and Parent Companies Misleading?," was accepted for publication in the *Australian Journal of Management* (forthcoming 2020).

Lorien Stice-Lawrence, Forester Wong and Ph.D. student Jungkoo Kang

Lorien Stice-Lawrence, Forester Wong and Ph.D. student Jungkoo Kang's paper, "The Firm Next Door: Using Satellite Images to Tease Out Information Acquisition Costs," was accepted for publication in the *Journal of Accounting Research Conference*.

K. R. Subramanyam and Ph.D. student Vivek Pandey

K. R. Subramanyam and Ph.D. student Vivek Pandey's paper (with H. Manchiraju), "Shareholder Litigation and Conservative Accounting: Evidence from Universal Demand Laws," was accepted for publication at *The Accounting Review*.

S. Mark Young

S. Mark Young's paper, "Learning from the Field," was accepted for publication in the *Journal of Management Accounting Research*.

Regina Wittenberg Moerman

Regina Wittenberg Moerman's paper (with Ningzhong Li, Yun Lou and Clemens Otto), "Accounting Quality and Debt Concentration," was accepted for publication in *The Accounting Review*.

Regina Wittenberg Moerman and Ph.D. student Jung Koo Kang

Regina Wittenberg Moerman and Ph.D. student Jung Koo Kang's paper (with Christopher Williams), "CDS Trading and Non-Relationship Lending Dynamics," was accepted for publication in the *Review of Accounting Studies*.

T.J. Wong

T. J. Wong's paper, "Network-induced Agency Conflicts in Delegated Portfolio Management," was accepted for publication in *The Accounting Review*.