

VOICE

May
June
2017

**WHY
ARTIFICIAL
INTELLIGENCE
IS ONLY THE BEGINNING
FOR ACCOUNTANTS**

**HOW TO
SUCCESSFULLY MANAGE
REMOTE EMPLOYEES**

**EVOLVING
PEER REVIEW**





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It takes a village to move Diversity + Inclusion from vision to reality

I recently experienced an awesome meeting of the minds in the profession. This past winter, OSCPAs kicked off a Diversity + Inclusion Task Force. We invited partners, human resource and diversity professionals from the top firms and companies in Ohio to collaborate on building a comprehensive D+I strategy for OSCPAs and the Ohio profession.

It's one of the more engaged working groups I've had the pleasure to interact with as an association leader.

The day was facilitated by a Diversity + Inclusion consultant in the association space who has experience in Big 4 public accounting. Throughout the day, we explored topics such as what diversity really means—it's not just about race or gender, but about welcoming diversity of perspective to make Ohio businesses employers of choice.

We talked about current diversity initiatives that exist in many Ohio organizations to transform their cultures so that this broader perspective happens organically as they attract and keep a larger pool of talent from racially underrepresented groups.

There was consensus that OSCPAs should be a model and resource for organizations that employ CPAs. As such we are reviewing all of our internal practices from recruiting and training staff to our HR and governance policies to how we recruit volunteers and provide programming for members.

Finally, we talked about the need to highlight more diversity champions at all levels in the profession...both those who are or could be OSCPAs volunteers as well as emerging leaders in organizations across Ohio.

Before we closed, the group started to create a vision for what a successful strategy should accomplish over the next three years, sharing comments such as: "the programs that OSCPAs offers are moving the needle on the perception of the profession and resulting in greater involvement in OSCPAs activities, especially programs dedicated to true diversity needs."

Others said, "The strategy will be targeted and focused on building the business community in Ohio," and "OSCPAs and the CPA profession in Ohio are more relevant, and provide focus and resources for changing mindsets and cultures."

That's a pretty tall order for a three-year plan, but we developed a framework with three areas of focus, each with several key objectives:

Leadership—OSCPAs will become a D&I model and change the narrative around the CPA profession to fit demographic realities. Our D&I commitment will lead to a better business environment in Ohio.

Workforce Development—The current credential pipeline and employers of CPAs and accounting professionals will attribute their enhanced professional performance to OSCPAs. In addition, OSCPAs's D&I commitment will lead to a more diverse workforce and leadership pool in Ohio.

Business Development—OSCPAs is the first choice for D&I resources and cultivates "employers of choice" in Ohio. OSCPAs's D&I commitment raises the visibility of CPAs and their employers as D&I champions.

It's important to note that these strategies are intentionally aligned with other strategic priorities identified last year by OSCPAs's leaders, namely, building a larger and more diverse pipeline of CPA talent. We are already expanding our student initiatives programs. But this plan will be much broader, bridging the recruiting and hiring piece with tools to help employers keep their best talent and change their own workplace cultures. It's an exciting program and one we feel is long overdue.

The task force reconvenes in June to start building specific strategies to accomplish these broad goals along with metrics to measure progress. Stay tuned for more.



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Evolving Peer Review

By Laura Hay, CPA, CAE

“A sound audit does not occur by chance.”—Susan S. Coffey, CPA, AICPA Executive Vice President—Public Practice, *AICPA Enhancing Audit Quality Initiative; Highlights and Progress 2016*



In 2014, the AICPA started a comprehensive initiative to consider auditing of private entities through multiple touch points that affect audit quality. That resulted in a 6-Point Plan to Improve Audits, issued in May 2015. The 6-Point Plan outlined current and future activities to enhance audit quality within the CPA profession, from pre-licensure through enforcement.

One of the six points in the AICPA plan, Peer Review, specifically focuses on reforms to enhance the quality and accountability of enrolled firms and of peer reviewers. Several significant activities are changing the peer review environment in response to a need for continual assessment and improvement.

Enhanced oversight and targeted remediation

The AICPA Peer Review program piloted an enhanced oversight program in 2014, in which subject-matter experts conduct

surprise examinations of a sample of engagements after the completion of the peer review and prior to committee evaluation. This program was expanded in 2015 and became a permanent part of the Peer Review Program in 2016.

In 2016, root cause analysis was added to the process to identify quality control practices that have the strongest correlation to audit quality. 2015 and 2016 reviews included increased focus on the specialized industries and areas in which oversight noted the greatest issues. Beginning in 2017, reviewers will

also perform an enhanced assessment of firms' quality control systems, which will become part of the normal review.

Areas of most frequent audit challenges identified in the process include:

- Documentation
- Independence
- Quality control
- Sufficiency of audit evidence
- Employee benefit plan audits
- Issuers of municipal securities
- Single audits

Firms that fail to remediate are more quickly being terminated from the peer review program, which will place firms at risk of not meeting state licensing requirements.

“One of the biggest lessons from enhanced oversight was the frequency of sufficient audit evidence and documentation findings,” said Jim Brackens, CPA, AICPA vice president of ethics and practice quality. Brackens noted that the AICPA was preparing several free toolkits and resources to help practitioners with documentation requirements, including best practices and sample workpapers, and practice aids to support practitioners.

“This is what enhanced oversight is all about. When the program first started, the focus was on detecting quality challenges, but the primary focus has

evolved to determining the characteristics of the firms we find are performing well, as well as digging deeper to discover why firms with performance issues are not performing well. Through this process, we are developing educational and other resources to raise the level of audit quality overall.”

Reviewer quality

New peer reviewer training requirements have been added to help identify and address reviewer competencies. In its first year, enhanced oversight found five times more non-conforming engagements than the peer reviewers who conducted the engagements, resulting in significantly expanded reviewer remediation.

“We’ve been hearing from members that AICPA has gotten stricter and

raised expectations for what should be considered a deficiency,” said Brackens. “In reality, oversight has increased the profession’s understanding of what is non-conforming.”

Completeness of population

AICPA has expanded its data-matching via publicly available databases to increase the likelihood that all firms that should be enrolled in peer review are enrolled and that all engagements that should be subject to review are included in the scope of reviews. To accomplish this, the Peer Review Program has begun collecting firm EINs, and is comparing them to public databases such as the U.S. Department of Labor EFAST2 for employee benefit plan audits, and the Federal Audit Clearinghouse for single audits.

Firms that fail to disclose engagements are more quickly being terminated from the peer review program.

Technology and self-service

The AICPA's new Peer Review Information Management Application (PRIMA) launched in May 2017 provides self-service submission of peer review scheduling information and workpapers. As PRIMA evolves, the Peer Review Board is considering how annual reporting could allow for the dissemination of general and industry-specific audit quality information to firms in real-time as their practice changes.

Overall, enhancements to the peer review program within the AICPA Enhancing Audit Quality initiative are:

- Better identifying practice issues.
- Providing for more targeted and timely remediation.
- Providing new resources and tools to assist practitioners with prevention of audit quality issues.

Laura Hay, CPA, CAE, is executive vice president of The Ohio Society of CPAs and staff liaison to the Accounting & Auditing Committee. She can be reached at Lhay@ohiocpa.com or 614.321.2241.



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1. Several significant activities are changing the peer review environment in response to a need for continual assessment and improvement.
2. The AICPA Peer Review program piloted an enhanced oversight program in 2014. It was then expanded in 2015 and became a permanent part of the Peer Review Program in 2016.
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How to successfully manage remote employees

By Jessica Salerno, OSCP content manager

The option of working remotely can mean more flexibility along with fewer in-office distractions, making for happier employees. But while this arrangement allows more freedom on the employee's side, managers still have to ensure their remote staff are not only productive, but feel part of the team.

Dawn Brolin, CPA, owner of Powerful Accounting, went with a remote hire for her first employee at the employee's request. The arrangement worked out great for both sides; so well, in fact, that it led to Brolin choosing a remote hire for her next employee.

"My eyes were opened to that, and I thought, 'I don't really need people to come to the office,'" Brolin said.

Including herself, she has an eight-person staff, and three of her employees work remotely full-time.

"I just dove in with the expectation that they would be getting their job done and I did my due diligence to ensure that," she said. "But it was just a really good setup for all parties and everyone was happy."

Set time frame expectations

Brolin let her team members pick from a list of options for their starting and ending times, both to allow her firm to serve clients during the majority of the workday and to establish expectations of when everyone would be online and available.

The core part of the day her team was online and able to work with each other, and the mornings and evening times varied according to the employees' lifestyles and what worked best for them.

In a 2016 survey by employee engagement firm TINYpulse, remote workers rated the freedom and flexibility they've been given at 8.10 on a 1-10 scale, compared to all workers' score of 7.42.

Maximize technology

Because almost half of her team is mobile, Brolin has become less dependent on in-person communication and relies heavily on technology to fulfill client obligations. Her team uses the cloud to store files, and also implemented Asana for project management, Slack for communication and SkyOffice for customer management.

Brolin said this has not only improved employee communication, but helped the business excel because employees aren't dependent on tools located in the office to get work done.

"The company continues to move forward every moment," she said. "Rather than thinking they have to drive back to the office to accomplish something, my employees are able to work from wherever they are."

The beauty of remote technology is that it can allow more freedom for the boss to travel. Lori Kaiser, CPA, owner of Kaiser Consulting in Powell, recently took a month-long trip to New Zealand and Australia and was able to stay up to date with her employees the entire time. Checking in simply required Wi-Fi access and her computer.

"I have an awesome team," Kaiser said. "Everybody on my team is very flexible and people fill in for each other all the time."

Kaiser worked between three and eight hours a day, using email to keep up with correspondence and Skype to attend meetings. She was able to still enjoy her vacation while not completely falling behind on what was going on with her business.

Promote engagement

Of course, remote employees come with their own unique set of challenges. For Brolin, creating a culture that allows all employees to feel included is always a priority.

"The challenge is to create the environment of the typical office, pretending it is one big building and including and involving those remote employees," she said.

To address this, her team is in constant communication with one another, ensuring that just because someone might not

work on Wednesdays or is out on vacation, they don't miss important details and are able to serve their client to their best ability.

She also has her employees work together for various clients so they avoid isolation and silos that would prevent them from connecting.

"If we have a client come in, I don't give the client to one person," she said. "We split the work up to leverage the strengths of each team member to encourage collaboration."

On a company culture level, Brolin had her team develop a "fun committee" in charge of organizing company events, which includes things such as playing mobile game apps against each other, chartering a boat and holiday parties.

She urged managers and leaders to be proactive about these types of scenarios, because if you're not aware of it, remote team members can easily feel like outsiders. That could result in a loss in productivity or that person eventually looking elsewhere for employment.

Meet in person

There are times when a Skype call or a text simply won't cut it, and meeting face to face is necessary. Brolin has employees who live in different states, and will make a visit approximately once a month to see and work with them for several days.

As the leader of the company, "It's important to still have a personal touch," Brolin said. She makes an effort to check in with her remote employees on things other than work.



She has hosted team events and holidays that get the whole group together in person, so although she has continued to see her remote employees in person regularly, the other members of the team get that in-person interaction as well.

Hire the right person for remote work

Some personalities simply aren't suited for working remotely full time. Brolin said she has employees who flourish in the office with in-person interaction, and others who are most productive when they can be alone in their own space at home.

Certain employees might know they perform better remotely, while other times a discussion between the employer and employee could prove helpful in determining whether remote work should be an option. If an employee is easily distracted by office activities, that person could be a good candidate for working remotely.

The same TINYpulse survey reported that 91% of remote workers think they "get more work done when working remotely," compared to only 9% who feel they don't.

So whether you're looking to fulfill a full-time remote position or your current employee would like to explore the option of working remotely, make sure they're ready for the change in work environment.

Brolin likens accounting to landscaping, where you know no work is being done if the yard is unkempt and the flowers haven't been watered. Checking on an employee's work will tell you how productive and accurate they are with their time, and if they're slacking it will soon show.

"Because it's all in the work product that allows you to know if your employees are engaged or not," she said. "It's all in the results."

Here's how to pitch your boss on working remotely

According to Gallup's *State of the American Workplace*, roughly 39% of companies allow some employees to work remotely. If you want to start working remotely, but don't know how to discuss it with your manager, here are tips to help you make your case effectively.

Write down the pros and cons - Think about the arrangement from your manager's perspective first, said Dawn Brolin, CPA, owner of Powerful Accounting. How does this make you a more efficient and productive employee? Make a list of arguments that might appeal to your manager and be prepared to discuss any negative aspects.

Less time driving/more time working - If one of the reasons you'd like to work remotely is because of your long commute, mention this but don't simply say, 'I don't want to drive back and forth.' Make it about how this will benefit your company. Brolin said to emphasize the fact it could allow you to work more without coming in late or leaving early to avoid fighting traffic.

Gives more flexibility - Some days, leaving early is inevitable. Good employers should understand this, Brolin said. The advantage of working remotely means you can work around a tricky schedule, without worrying about when the office opens or closes or only being able to complete work in one place.

Start small - If you eventually want to transition to working remotely full time or multiple days a week, start small and pitch working from home on a day of the week that's usually quiet. After the arrangement has been successful ask your boss if you could add a day or two.

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1. Setting time frame expectations for remote employees means everyone knows when their team will be available, allowing for flexibility.
2. Make full use of remote technology so your team isn't tied to completing their work in only one location.
3. Find ways for remote employees to feel part of the team, and encourage them to come into the office every so often to interact with team members.
4. Make sure the person who is working remotely understands what's expected and is self-disciplined enough to work outside of an office environment.

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Why ARTIFICIAL INTELLIGENCE is only the beginning for accountants

By Ryan Watson, CPA

In a political climate riddled with ‘third rail’ issues, automation has emerged front and center in the national debate about the displacement of American workers. But the introduction of technology to efficiently replace labor is hardly new – society has been grappling with this issue since the invention of the printing press.

The target of disruption is what’s changing. While historically automation has been confined to manual labor and manufacturing, emerging innovations are beginning to threaten the knowledge economy, too. Today IBM’s Watson is outperforming oncologists in the diagnosis of cancer and intelligent bots are writing the news. Automation and artificial intelligence are even edging into accounting technologies. But what does this mean practically and how can you prepare your firm for the future?

Defining Artificial Intelligence (AI)

AI is a machine or computer software that acts with general human intelligence. As humans, our general intelligence enables us to do things like perceive unfamiliar words by guessing their meaning in context or assess how fast a car is approaching and brake if we need to, mostly without conscious thought. We learn through experiences, and once we’ve observed something, we can pattern match for it the next time.

While human intelligence is certainly the benchmark, AI in the real world is

often a weaker, more specific form of ‘intelligence’ – generally referred to as machine learning.

Machine learning systems work by ingesting enormous amounts of data and then applying algorithms based on patterns and rules derived from the data. These technologies are already present in our everyday lives, from automatic recognition of faces in photos on Facebook to detecting fraudulent activity on credit cards. Self-driving cars are some of the most prominent and ambitious examples of machine learning technology to date.

AI and machine learning in accounting

But how does all of this fit into accountancy? Well, IBM’s Watson isn’t just hard at work in the medical field. During the tax season the technology helped H&R Block’s 70,000 tax professionals automate their tax filings. Watson’s senior vice president of business envisions that it will become a “really smart, virtual assistant.”

And there’s already a long list of bots intelligently helping accountants and small business owners tackle everyday tasks, including helping accountants find new clients. Xero recently released a Facebook Messenger service powered by the Xero Advisor Directory that connects users with a suitable accountant. They’re also preparing to automate the classification of routine and

complex entries using their massive data store of user behavior.

In short, what can be automated will be. With mobile document collection and management solutions like Hubdoc, we’re already on our way to zero data entry bookkeeping. Other tasks such as recording and classifying transactions, filling out compliance forms, and computing key KPIs and ratios are also being automated.

But just like in medicine, machine learning promises to move beyond basic processing and into intuition and even “cognition.” Imagine a big data engine that can monitor credit worthiness against thousands of indicators and approve financing in seconds. Or a tool that can perform real-time benchmarking against a perfectly comparable peer group. Consider what will happen if computers can complete smart forecasting based on company-specific and macroeconomic trends. These aren’t just hypotheticals; many tech companies are working on these solutions now.

What now?

So are accountants going to be replaced by robots? No, of course not. Fundamentally, human tasks break down into two categories: creative work and executional work. AI and machine learning threaten to replace all executional work, but fortunately for the humans, they’re still terrible at the creative.



If your firm focuses primarily or exclusively on compliance—executional work—you’ll need to pivot. Technology is not only reducing billable hours and applying pricing pressure to commodity services, but it’s also a drawcard. Clients are becoming less brand loyal, and they’re increasingly switching to firms that leverage technology for their benefit. It’s not just for the sake of bringing in clients - compliance-only firms are facing immense challenges at retirement and sale because they aren’t future-proofed.

The answer? Move to the creative. Consider your approach similar to that of Volkswagen. In one of their engine production plants in Germany, they’ve implemented “collaborative robots”, working alongside people and taking over a physically demanding step in the engine assembly process. For accounting firms this might look less like a scene from The Jetsons and more like a fully integrated suite of AI-powered cloud software applications. The principles though, are still the same.

Leverage technology to automate what can be automated, and redeploy your time on delivering creative, value-added client service.

The simple truth is firms willing to adopt technology, exploit automation, and focus on proactive, real-time advisory, will be the (only) ones that survive and prosper.

Ryan Watson, CPA, is principal at Upsourced Accounting.

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1. The introduction of technology to efficiently replace labor is not new - what is changing is the target of disruption.
2. AI is a machine or computer software that acts with general human intelligence.
3. The processes that can be automated will continue to be. But it will continue to evolve and eventually machine learning is predicted to have “cognition.”
4. If your firm focuses primarily or exclusively on executional work you’ll need to pivot your offerings to become collaborative and creative.



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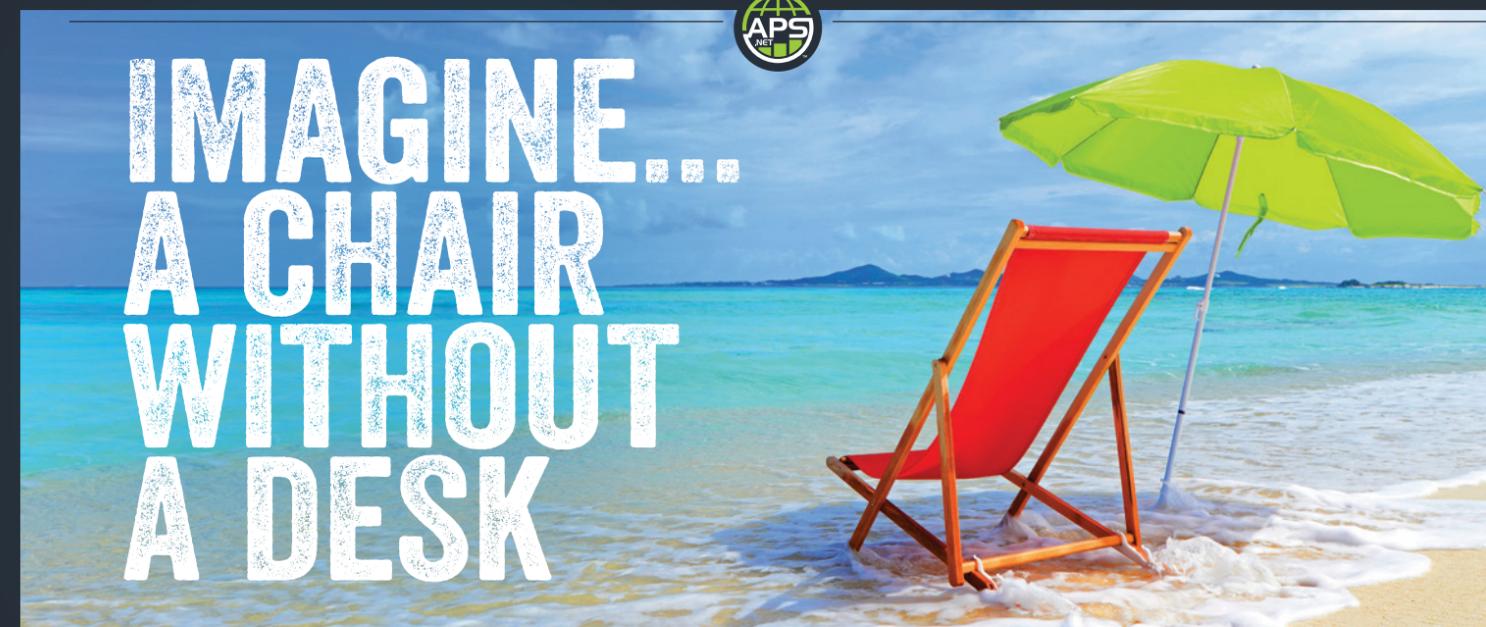
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Foundation scholarship winners plan inspiring careers as future CPAs

By Jennifer Rieman, CAE, manager, public relations

If the recipients of The Ohio CPA Foundation's 2017 scholarships are any indication, the future is certainly bright for the accounting profession.

This spring, 25 students were awarded statewide scholarships and two were awarded the Clarke Price Accounting Scholarship to pursue degrees at colleges and universities statewide.

The College Scholarship Program provides \$2,000 scholarships to students majoring in accounting with plans to sit for the CPA exam.

Andrew Kitay, a rising senior in the honors accounting program at The Ohio State University, plans to use his scholarship to finish his fourth year. Thanks to advanced placement credits earned during high school, Kitay will

graduate with a bachelor's and master's of accounting in four years.

"The scholarship reminds me that my hard work and everything I'm doing is not going unnoticed," Kitay said. "It really motivates me. If people are supporting me and my education, it's only right that I work to the best of my ability, and pursue what I've set out for myself. I can't express how grateful I am."

John Grimm, a rising senior at the University of Dayton and a statewide scholarship winner, was at first resistant to majoring in accounting.

"My dad is a CPA and a controller for Howard Hanna," he said. "Growing up I thought I never wanted to do that. But I took my first accounting class during

freshman year and it just clicked, so I picked it up as my major along with a finance minor."

Grimm has one public accounting internship under his belt, with plans for another this summer. He'll stay at Dayton for his fifth year and MBA before sitting for the CPA exam in 2019.

"Dayton is a pretty expensive school and this scholarship lessens the burden," Grimm said. "All students are worried about the price of college, so every little bit counts."

Courtney Holloway, winner of the Clarke Price Accounting Scholarship, took a rather unusual path to accounting. An Air Force veteran with a background in Arabic linguistics, Holloway earned a

bachelor's in psychology post-military and worked in sales and fundraising for years before going back to school to pursue her MBA at the University of Cincinnati.

An influential professor convinced her to switch to a master's of accounting, a choice she hasn't regretted. After completing an internship at EY, she secured an offer from the firm and will start full-time after she graduates next spring and sits for the CPA exam.

Selecting a career the second time around was all about making an intentional move that would benefit not only Holloway, but her family too.

"I have a sense of what I want," she said. "I've been in the workplace and I know that having this technical skill is a better path for the rest of my career."

Like many students, Holloway didn't

enjoy math as a kid. The idea of majoring in accounting sounded intimidating and scary. After discovering that much of the material is logic-based, she noticed a connection to her first career as an Arabic linguist.

"Applying logic to information – that makes it similar," she said. "Accounting is just enough of a challenge to keep me engaged. I feel like even after I finish my degree and sit for the CPA, I still have a lot of learning left to do."

The value of an accounting degree and the CPA credential rings true to Kitay as well, and played heavily in his decision to pursue the major.

"I started to realize from that first accounting class just how much accounting is the language of business," he said. "I am someone who looks for a holistic understanding of things, so I

realized no matter what I do later on, that accounting is going to give me the best background."

With plans to eventually start his own financial planning practice, Kitay thinks the CPA credential will be invaluable.

"The technical knowledge that the CPA requires, the high standards and the ethics—those values are going to help me a lot with my career goals," he said.

A gift to The Ohio CPA Foundation's Annual Fund Campaign will support initiatives such as the scholarship program. To make a contribution or see the complete list of 2017 scholarship recipients, go to www.ohiocpafoundation.org.

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Nominees

Executive board nominations

Several CPAs from across Ohio are expected to join The Ohio Society of CPAs' Executive Board in June to provide their vision and support in shaping strategic priorities for the Society and profession.

The Nominating Committee announced the slate of candidates to fill terms on the board. They represent broad experience in sectors across the state.

The committee unanimously recommended **John Venturella, CPA, J.D., Shareholder, Clark, Schaefer Hackett & Co.** Venturella, a current member of the Executive Board, looks forward to stepping into the Chair-Elect role. "It's an exciting time to be in our profession and to serve an organization that is making an impact," said Venturella. "I've been impressed with how OSCPAs is advancing the state of business through initiatives in the diversity and inclusion arena, and by working with state legislators to shape Ohio's future tax climate."

The committee has recommended that current Board Member **Owen Wyss, CPA**, become Vice Chair, Finance. He will serve until 2018.

Three nominees for director will serve three-year terms from 2017 to 2020; the fourth will serve a one-year term, from 2017 to 2018.

Pending election, the new board members will begin their terms of service June 14 following OSCPAs' annual meeting which will be a first-ever webcast event. At that time, **Sandra Richtermeyer, CPA, Ph.D.**, will become

Chair of the Executive Board. **William (Bill) Chorba III, CPA, CGMA** will become past chair.

Chair-Elect



John Venturella, CPA, J.D., Shareholder, Clark, Schaefer Hackett & Co.

Venturella, a current member of the Executive Board, looks forward to stepping into the Chair-Elect role.

"It's an exciting time to be in our profession and to serve an organization that is making an impact," said Venturella. "I've been impressed with how OSCPAs is advancing the state of business through initiatives in the diversity and inclusion arena, and by working with state legislators to shape Ohio's future tax climate."

Venturella specializes in federal, state and local tax at Clark, Schaefer Hackett & Co, as an adviser to businesses ranging from small to multi-national corporations and closely or family-held companies. He also provides individual counsel for a variety of tax situations and succession planning. He is currently serving his second term on OSCPAs' Executive

Board and is a member of the Diversity + Inclusion Task Force. Previously he was on the Board Succession Planning Task Force and the Finance Committee. He serves on the Advisory Board for US Bank Butler County.

Vice Chair, Finance



Owen Wyss, CPA, Financial Controller, Thompson Concrete Ltd.

Wyss honed his leadership skills providing assurance and financial advisory services to public and private companies and nonprofit organizations. He has been active with OSCPAs throughout his career with young CPA groups and chaired the Young CPA Statewide Leadership Board before joining the Executive Board in 2014. He is Treasurer for JDRF, Mid-Ohio Branch, and president of The Rotaract Club of Columbus, Rotary International's community for young adults.

Director Nominees



Libby Cullins, CPA, M.B.A., Vice President and Controller, JPMorgan Chase & Co.

Nominated as: Director, three-year term

Cullins is vice president and controller for the Corporate and JPMC Foundation lines of business at Chase. Previously, she served with the Chase Consumer & Community Banking (CCB) Technology lines of business. In addition to reporting and financial analysis responsibilities, Cullins fosters global business partnerships with internal and external customers in North America, Europe and Asia. She has helped define content topics for OSCPAs continuing education events and is a Steering Committee member of Columbus W.I.F. (Women in Finance), promoting networking and diversity in the workplace.



Crystal Faulkner, CPA, CExP, MAFF, Partner, Mountjoy Chilton Medley

Nominated as: Director, three-year term

Faulkner is a long-standing member of OSCPAs who is active in public service in Greater Cincinnati. Her professional focus areas are business and tax advisory, strategic planning, fraud and forensics, succession planning and wealth management. She is founder of the popular Accounting for Kids, Inc. organization which each year provides financial literacy education to hundreds of Cincinnati elementary students. Faulkner has served on OSCPAs' Executive Board previously, as well as the Public Relations and Government Relations advisory councils and The Ohio CPA Foundation Centennial Campaign Steering Committee. She is a member of the Ohio Small Business Advisory Council, Ohio Business Gateway Steering Committee and sits on the boards of Hamilton County Development Center and University of Cincinnati Economic Center.



Paul Nungester, CPA, CGMA, Senior Vice President and Controller, Welltower Inc.

Nominated as: Director, three-year term

Nungester has a background in public accounting auditing and currently oversees all financial reporting and accounting for Welltower, a global company. He also provides transactional support on capital markets and investments/dispositions activities. He previously has served on OSCPAs' Membership Services Advisory Council and on the Professional Ethics Committee. He has been active with the Erie Shores Council of Boy Scouts of America, the West Side Montessori Center and ProMedica Physician and Continuum Services.



Lori Kaiser, CPA, CEO, Kaiser Consulting LLC

Nominated as: Director, one-year term

Kaiser brings strategic consulting and business startup experience to her role as an OSCPAs board member. She leads Kaiser Consulting, a professional services firm providing Fortune 500 companies with accounting, finance and IT consulting solutions through a unique, flexible staffing business model. Kaiser Consulting was named a Columbus "Best Place to Work" in 2015 and a Progressive Organization by *Smart Business* magazine. Kaiser previously worked in public accounting and in corporate industry. She was a member of the OSCPAs Women's Initiatives Committee, the Board of the National Association of Women Business Owners, and serves on the advisory boards of the Center for Business Leadership and the Accounting Department of Miami University. She is Treasurer of the Women's Fund of Central Ohio and the Small Business Council of the Columbus Chamber of Commerce. Recently, she became an adjunct professor in the MBA program at The Ohio State University Fisher College of Business.

Continuing Board Members

- **Marie A. Brilmyer, CPA, M.Acc.**
Audit Director, Cohen & Company
- **Paul Davison, CPA**
Partner, BDO USA, LLP
- **Michael J. Elliott, CPA**
Principal, Dittrick CPA
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- **Donald L. Mellott, Jr., CPA**
Managing Partner, Mellott & Mellott PLL
- **Jamie Menges, CPA, CFP®**
Partner, PDS Planning
- **Russell J. Meyer, CPA, CMA**
CFO, White Castle System, Inc.

In accordance with the Society's bylaws, publication of the Nominating Committee report constitutes notification to the membership of the recommended slate of candidates for the 2017-2018 Executive Board. The election process stated in the bylaws requires action by the Executive Board to accept the Nominating Committee report, and subsequent presentation to the membership in a publication of the Society. The report was first published in CPA Takeaways on March 16, 2017. The bylaws specify the process by which alternate names may be recommended by the membership. However, if no alternate candidates are nominated within 30 days of the first date of publication, the candidates shall be considered to be elected.

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Navigating your internship: The inside scoop from a campus recruiter

By Alyssa Lieb

You printed out countless resumes, answered the same questions in 10 different interviews, signed on the dotted line, and now it's internship time. Before you walk through the door on your first day, know the do's and don'ts that will guarantee your internship is a success by summer's end.

Justin Novak, assurance manager and campus recruiting champion for Ernst & Young of Cleveland, offered helpful advice for how first-time or even experienced interns can get the most out of an internship.

"I first interned with EY in 2009, but I didn't start full time until after I graduated in 2011," he said. "Now that I'm on the other side doing some of the recruiting, primarily at Baldwin Wallace since I'm an alumnus, I have the opportunity to be the first point of contact for potential interns."

Being involved in recruiting, you know connections and networking are essential. How can an intern make those connections and begin to develop a professional network?

By going through the recruiting process, you enter the internship already having a few base connections, so the key is to build on those. A firm or company's training at the beginning of an internship is a great way to use your time to meet other interns. Oftentimes you'll also be assigned a mentor who is



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higher up, so use that opportunity to learn about his or her career path and how you can make the most of your internship.

Once the internship is over, how can an intern best keep in touch with the contacts already established?

It can be several years before an intern might start as a full-time new hire, and if that's the case, keeping occasional contact can be a good idea. Emailing those you might have worked closely with to see how things are going with a particular client, or asking how busy season might have gone are simple points that keep the connection alive. Take advantage of any firm sponsored events you might be invited to as well, but don't think you have to attend every single event in order to stay relevant. Just attend those that fit into your schedule.

How can an intern know what is appropriate dress for the office?

Every firm and company will vary depending on the policy, but usually interns will hear a few days before the start of the internship from a point of contact regarding what to expect for the first day, including dress code. In any situation, it is always acceptable to ask if you're unsure. Reach out to a point of contact such as the recruiter or a mentor; they can always point you in the direction of someone who will help you prepare for your first day.

What are the most common mistakes you see interns making?

Oftentimes it's the little mistakes that appear the most; the ones that could be avoided. Always check your work yourself before submitting it to a supervisor. Be able to look at past information and address what might have changed, rather than just repeating what was done in the past. Regardless, mistakes are a natural part of the process. We don't expect interns to have advanced audit or tax knowledge, so we know mistakes could be made. Interns have a strong foundation from their classes, so an internship is the time to build upon those skills. You can take what you've learned from other areas and apply it to specific situations during your internship.

If an intern realizes a mistake has been made, how should it be handled?

When mistakes happen, the best possible thing to do is be accountable and own up to them. Be willing to work through it, ask questions, and ultimately learn from it so that the mistake could be avoided in the future. Also, don't be afraid to acknowledge when you don't know something. Again, we don't expect interns to know everything, so admitting you aren't sure after you've attempted to understand or complete a task is perfectly fine.

How often should an intern actively seek feedback and what is the best way to do so?

You might find there is an official internship feedback process, particularly after completing a major project or leaving an audit engagement. If the firm or company doesn't have a formal feedback process, be proactive. Garnering feedback is the best way to learn your strengths and weaknesses and how you can improve. Seek out formal feedback every few weeks, and simply just ask. Feedback can also be more informal; in the end, the main goal of feedback is to build upon your strengths and learn and adapt from any areas where you might not be as strong.

What is the one piece of advice you would share with interns as they start their internship?

Ultimately, your internship will be what you make of it, so do what you can to make the most of it. By receiving the internship offer, you have already established you have a great foundation, but the intangibles will make a real difference during the internship. Be prepared and willing to work hard and constantly seek out scenarios that will allow you to continue to learn. You've earned the internship, so take advantage of the opportunities that are afforded to you. This is your chance to learn more about the firm, its employees, the clients, and different industries; in the end, you want to find the place where you can succeed and be your best.

Alyssa Lieb is a Master of Science in Accounting candidate at the University of Akron and an OSCPA student ambassador.



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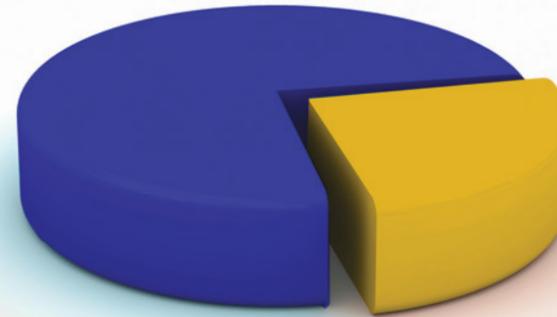
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BEACHWOOD

Jonathan Elliott has been hired as staff accountant and QuickBooks ProAdvisor at Zinner & Co.

Eric James has been hired as staff accountant at Zinner & Co.

Matt Szydlowski, CPA, has been hired as tax supervisor at Zinner & Co.

CANTON

Dana L. Patterson, CPA was hired as vice president and CFO of Stark Community Foundation.

CLEVELAND

Skoda Minotti has been selected as a winner of the 2017 Smart Culture Awards.

Brian Palisin, CPA, has been hired as principal at Skoda Minotti.

Walthall CPAs was recently named a 2016 All Star Award winner by Constant Contact.

Leo Wu, CPA, has been promoted to senior accountant at HW&Co.

COLUMBUS

Blue & Co., LLC was recently ranked in the 2017 Best Employers in Ohio by the Ohio SHRM State Council and Best Companies Group.

DUBLIN

Christopher Axene, CPA, will serve as the newest member on the board of directors at Rea & Associates.

MARIETTA

Matt Pottmeyer, CPA, has been promoted to equity principal at Rea & Associates.

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Evolving peer review

1. Starting in 2017 peer reviewers will begin to perform enhanced:

- A. inspections of a firm’s internal controls.
- B. assessments of a firm’s quality control systems.
- C. evaluations of a firm’s network and I.T. systems.
- D. All of the above are correct.

2. Which of the following have peer reviewers frequently noted as an audit shortcoming? A lack of:

- A. documentation.
- B. auditor independence.
- C. sufficient audit evidence.
- D. All of the above are correct.

3. What kind of firm specific information has the AICPA’s peer review program recently begun collecting?

- A. The number of a firm’s employees that are CPAs.
- B. The number of management personnel employed by the CPA firm.
- C. The CPA firm’s employer identification number.
- D. Information concerning the continuing education practices followed by accounting firms.

4. Which represents one of the enhancements to the Peer Review Program that has occurred because of the AICPA’s Audit Quality Initiative?

- A. Audit firms that have successfully passed the Peer Review Program are now allowed to use the AICPA’s seal of approval.
- B. The Peer Review Program is now providing firms with more timely and targeted remediation for any peer review deficiencies.
- C. The AICPA is now requiring peer reviewers to work continuously with their peer review clients to assist practitioners on a continual basis.
- D. All of the above are correct.

How to successfully manage remote employees

5. There are five keys to successfully managing a remote workforce. Which was not mentioned as one of these keys? Management:

- A. needs to set timeframe expectations relating to when employees need to be available for work.
- B. needs to promote engagement among its remote employees to assure a feeling of inclusion.
- C. should meet face-to-face with their remote employees on a regular basis.
- D. should provide all employees with the option to work remotely.

6. Which of the following represents one of the suggested ways management can promote interaction or engagement among a company’s remote employees? Management should:

- A. encourage remote team members to contact each other only on an “as-needed” basis.
- B. assign remote workers to specific clients so that they can develop deep relationships with these clients.
- C. develop a “fun committee” to organize company events which will allow for the participation of both remote and office bound employees.
- D. create a sense among its employees that the “home office” is the central hub of the organization.

7. Which employees would be a good fit to work remotely?

- A. All employees, if well trained, could be good candidates for working remotely.
- B. Employees that are easily distracted by the goings-on in the office could be good candidates for working remotely.
- C. Employees that need in-person interaction could be good candidates for working remotely.
- D. Only those employees with well-rounded skills should be considered as candidates for working remotely.

8. What is not one of the steps employees should take to convince a manager to allow for a remote workforce?

- A. Employees should identify similar employers in the area with remote workforces and use this as an example as to why management should adopt a remote staffing model.
- B. Before discussing the possibility of working remotely with a manager, those interested in working remotely should first view the issue from a manager’s perspective. Specifically those interested in working remotely should consider the pros and cons of this type of working arrangement.
- C. Those considering working remotely should emphasize the flexibility that working remotely provides in terms of work schedules, office hours and completing work during office hours.
- D. A transition to a remote workforce should start small, with a good starting point being that day of the week when the office is usually quiet.

Why Artificial Intelligence (AI) is only the beginning for accountants

9. How does the article define artificial intelligence?

- A. AI is a machine that can add and subtract properly.
- B. AI is a machine that acts with general human intelligence.
- C. AI is a machine that can solve complex problems.
- D. AI is a machine that can learn everything rapidly and consistently.

10. When will AI replace all human accountants?

- A. AI will not replace all human accountants.
- B. Within ten years;
- C. Within the next century;
- D. Within twenty years;

11. What type of work can human accountants produce that machines cannot?

- A. A synthesis of a complex problem;
- B. An analysis of a complex problem;
- C. A creative approach to solving a complex problem;
- D. The preparation of accounting entries;

12. Accounting firms will only survive in the era of AI if they:

- A. adopt technology;
- B. exploit automation;
- C. focus on real time, proactive advisory;
- D. All of the above are correct.

New members and affiliates

1087 new members and affiliates applied in **February**

464 new members and affiliates applied in **March**

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