PUBLIC ACCOUNTING REPORT

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The Independent Newsletter of the Accounting Profession Since 1978 September 2012

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Marcum Launches LGBT, Non-Traditional Practice

Annual revenue potential: $3 million to $5 million in five years.

Nature abhors a vacuum, per an ancient Latin proverb *(natura abhorret vacuum).* Nature recognizes a vacuum as a vacancy to be filled and, often, as an opportunity to thrive.

The same is true for business, of course. **Marcum LLP**, based in New York, recognized an opportunity recently when it created its national Lesbian, Gay, Bisexual and Transgender (LGBT) and Non-Traditional Family practice group. The firm had FY11 net revenue of $274.2 million, 138 partners, 549 nonpartner professionals, 904 total staff and 18 offices.

Based in the firm's San Francisco office, the new specialty officially launched in June under the direction of Nanette Lee Miller, national practice leader and Marcum's West Coast partner-in-charge of assurance services.

The national practice provides tax planning and tax compliance services, family office services, and assurance and business consulting services. It draws upon the resources of approximately 40 Marcum staff members, Miller said, none of whom has a full-time commitment to the practice. Miller, for example, said she devotes about 15% of her time to the practice. "Every city has a contact [person]," she told *PAR*, mentioning such major urban markets as New York, Boston and South Florida in particular.

Miller, who is gay, brings a sense of advocacy to LGBT issues, anchored in her personal moral perspective.

"It was an area where specific knowledge and a specific skills set were needed. We had it, and I thought it should be available," Miller said.

However, she added, the Marcum LGBT/non-traditional family practice exists because the current legal climate has created a significant long-term business opportunity for the firm.

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KPMG Adds Staff, Space In Chicago

Firm plans to hire 500 more; Invests $165M in new HQ.

KPMG plans to add 500 jobs in Chicago over the next five years—a move that goes hand in hand with the unveiling of its new Chicago headquarters in the iconic Aon building on East Randolph Drive.

The 500 new team members will work across the board in the audit, tax and advisory practices, as well as in campus recruiting and experienced recruiting activities. They'll join KPMG's existing Chicago work force of 1,800 partners and professionals. KPMG's Chicago office is the second-largest in the U.S. and has added 400 jobs since 2010.

KPMG recently signed a long-term lease to remain downtown, a move accompanied by a $165 million investment supported by numerous local companies and vendors.

"Chicago is very important to our firm and our future," said KPMG Chairman and CEO John Veihmeyer. "Our investment signals how confident we are in our Chicago team and in this city. I'm convinced the time is right to invest in Chicago, and our firm is committed to building our operations and being a continued part of the development and growth of the city's economy," he said.

See ***KPMG CHICAGO****, page 4*

Untapped International Opportunities Abound For Firms Wishing To Stake A Unique Claim

Crosley: Reframe your approach to international work; Existing client base holds a gold mine of opportunities.

Although firms are increasingly conscious of opportunities for global business, international opportunities represent a huge untapped market, according to consultant Gale Crosley, president of Atlanta-based **Crosley + Co**.

There are 75,000 subsidiaries of U.S. companies located overseas, and they represent $9 trillion in assets, and there are another 63,000 subsidiaries of foreign companies doing business in the United States, which represent $2.6 trillion in assets, she pointed out in an interview with *PAR*. According to the Small Business Administration, 40% of U.S. small businesses are engaged in some type of international commerce.

"The international field is wide open, with nearly 140,000 inbound and outbound entities in need of service," Crosley said. "It's huge. The Big Four are the ones who have dominated this market, but for middle-market firms, it represents an enormous untapped market," Crosley told *PAR*.

See ***CROSLEY****, page 4*

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PAR News Digest

E&Y To Save $1 Million a Year with Eco-Friendly HQ Lighting Refit

Ernst & Young recently completed an overhaul of the lighting in its New York headquarters. The "retrofit" project reduced the office's annual lighting energy use by 54% while also improving light quality in the facility. The changes to the 650,000-square-foot Times Square office reduce lighting-related energy and maintenance costs by more than 50%, which will save the firm $1 million a year. The project was one milestone in a firmwide E&Y initiative to reduce its carbon footprint, explained Leisha John, Americas Director of Environmental Sustainability. E&Y took a baseline measurement of its carbon footprint in FY08 and since has reduced that footprint by 11%. The firm's carbon intensity (carbon emissions per person) has decreased 10% in that time. "By the end of 2013, we plan to have a majority of our employees working in LEED- and/or Energy Star-certified space," John said, adding that the lighting retrofit will be part of the New York office's Energy Star application. (Note: LEED stands for Leadership in Energy and Environmental Design, a rating system developed by the U.S. Green Building Council.) In 2011, E&Y earned LEED certification for its New Jersey-based global data center and has LEED-certified office space in Chicago; Dallas; Irvine, Calif.; and Washington.

Yeo & Yeo Adds Detroit Area Office Via Merger

Yeo & Yeo, based in Saginaw, Mich., merged with **Hauswirth+Moncrief** of Auburn Hills, Mich., on Sept. 1, giving Y&Y an office location in the Detroit marketplace. "The merger allows us to have closer access to our current clients in metro Detroit and gives the firm a distinct presence in Oakland County," said John M. Kunitzer, president and CEO of Yeo & Yeo. The location will create new audit opportunities in the nonprofit, government and education industries, he added. Kunitzer said that Y&Y's affiliates—Affiliated Medical Billing, Yeo & Yeo Computer Consulting and Yeo & Yeo Financial Services—also benefit from the new location. H+M's Managing Principal Jeff Hauswirth and Principal Tammy Moncrief joined Y&Y as principals, along with five staff members. The deal adds approximately $1.5 million in revenue for Y&Y, a firm source told *PAR*. Y&Y posted $27.3 million in net revenue for the fiscal year ending Dec. 31, and has 26 principals and approximately 200 professional staff, including those of its affiliates. The deal was attractive to H+M because it brought specialized services and industry-specific expertise to its clients, Hauswirth said. In particular, he noted Y&Y's resources in the healthcare, manufacturing, construction, real estate, nonprofit, government and education industries. He also said that becoming part of Y&Y offers clients greater international resources through Y&Y's affiliation with the **Leading Edge Alliance**.

Eide Bailly Expands Into Utah

Eide Bailly of Fargo, N.D. (FY12 net revenue: $158 million) is expanding into Utah with the acquisition of **Schmitt, Griffiths, Smith & Co.** of Ogden. The deal adds approximately $6 million in revenue to EB and becomes effective Nov. 1. The combination is a continuation of EB's strategy to connect its contiguous geographies, and the Utah addition fits well with the firm's practice areas in Phoenix; Denver; Boise, Idaho; and Billings, Mont., said EB Managing Partner Jerry Topp. The firms knew each other through their affiliation with **Practicewise**, an association of small- to mid-sized CPA firms across the nation. The combination gives EB 165 partners and nearly 1,200 total staff. SGS President Stuart Tholen will serve as partner-in-charge of the Utah practice. Also joining EB as partners are Dan Milne, Nikki Thon, Ken Jeppesen, Eric Johnson and Brett Dagley.

PAR News Digest

Armanino McKenna Deal Strengthens Consulting Resources

Armanino McKenna of San Ramon, Calif., acquired **AccessTek** of Naperville, Ill., on Sept. 1 to expand its consulting services for cloud-based financial management tools. The deal marks AM's entrance into the Midwest with a presence in the Chicago area. AccessTek founder and CEO Lindy Antonelli joined the firm as a partner, and six employees join the firm. AccessTek helps clients using Intacct enterprise resource planning software. AM is growing its technology consulting practice, which accounts for approximately 40% of its revenue. The firm's strategy is to identify best-in-class software partners that are aligned with the firm's practice areas and merge them into the consulting practice, said Matt Armanino, AM's COO and senior consulting partner. Armanino and Antonelli met when they both spoke at an industry conference a year ago, and more recently, they decided that joining forces made sense since they share similar visions for the business as more corporate finance professionals rely on cloud-based services. In addition to AccessTek, Antonelli also established the Cloud Accounting Institute to serve as an educational clearinghouse for cloud finance technology. Armanino McKenna has 370 employees with offices in San Francisco; San Jose; Seattle; Portland, Ore.; and now Naperville. Earlier this year, AM acquired Gateway Solutions in Portland, expanding its customer relationship-management consulting practice.

REDW Hunts For Deal In Phoenix Market

REDW LLC, based in Albuquerque, N.M., is actively looking to acquire an accounting firm in the Phoenix area, the *New Mexico Business Weekly* reports. REDW, which is New Mexico's largest locally owned accounting firm, is " in acquisition mode. We are focusing on Phoenix right now," REDW Managing Principal Ron Rivera told the newspaper. A deal could come within a month, he added. "We are having conversations with some firms." REDW, with 140 employees, has a plan to grow 6% a year for the next several years, Rivera said. "We want the firm to be a certain size … If we can do that, either organically or through acquisitions, we will be able to keep on that growth path." Rivera said the firm hopes to capitalize on modern demographics and a longstanding challenge of the traditional accounting firm business model: Many Baby Boomers want to retire, and "a lot of these firms don't have exit strategies" and are trying to get value out of their firms before they retire, Rivera said. (*Source: New Mexico Business Weekly*)

Moss Adams Toasts Deal With Wine Boutique

Seattle-based **Moss Adams LLP** entered the Napa Valley by combining with **Rabanal & Smith** of Napa, Calif., which specializes in accounting, tax and business advisory services to the wine industry and the Napa Valley business community. The firm already had an office with approximately 70 employees in Santa Rosa, Calif., but the Napa deal strengthens MA's ties to one of the most significant wine and agricultural communities in the world. It also provides R&S's clients with MA's extensive resources. The deal took effect Aug. 1. Jennifer Rabanal and Amy Smith joined MA as partners. They have more than 33 years of combined experience serving the wine industry. Four other staff members also joined MA, and additional professionals will be added to the office in the coming months. In addition to the wine business, MA's Napa office will concentrate on the hospitality, manufacturing, food and agriculture industries. The Moss Adams Wine Industry Group works with more than 200 wineries and vineyards in wine regions throughout California, Oregon and Washington. (*Source: PAR research, The North Bay Business Journal*)

Correction: A typographical error appeared in the August issue of *PAR*, which stated that Philadelphia-based **ParenteBeard** has 43 partners. The article should have stated that the firm has 143 partners.■

MOVE Project Targets Ways To Retain Women

Survey targets the mid-career pipeline.

It's a painfully familiar conversation for firm partners: a promising woman senior staffer or manager announces that she is leaving. The 2013 Accounting MOVE Project report will take a close look at the underlying dynamics of retaining women early in the partnership pipeline, outlining proven and promising practices that all firms can adopt to ensure more women are on track for firm leadership.

Trends, practical guidance and case studies will show firms and women how to make the most of early intervention strategies. The 2013 MOVE Project report will be available first in *Public Accounting Report* as the annual survey's media partner.

"Partnering with *PAR* accelerates the reach and authority of the Accounting MOVE Project, which has steadily gained traction and visibility since it launched in 2010," said Joanne Cleaver, president of Chicago-based Wilson-Taylor Assoc., which designed and manages the project. The project is made possible by support from founding sponsor **Moss Adams**, based in Seattle, and national sponsor **Rothstein Kass**, based in Roseland, N.J.

Participation involves completing a confidential survey that collects demographic data and details about a firm's culture and programs. To help cover the costs of the project, firms pay a modest administrative fee on a sliding scale starting at $350 for firms with fewer than 500 employees. *PAR* and its parent company, **CCH Inc.**, neither provide nor receive any revenue associated with the MOVE Project.

Each participating firm receives a confidential demographic report that benchmarks its pipeline of women compared to that of firms of a similar size.

"Firms tell us that they gain insight and practical ideas from the process of participating as well as from the publicly released report and their confidential benchmarking reports," Cleaver said.

Registration is open through Dec. 21 at *http://wilson-taylorassoc.com/move/accounting*.■

Potential Opportunity Lies In Tax-Related Cloud Issues

Most businesses leave tax departments out of cloud decisions, survey shows.

A surprisingly large number of businesses are leaving out their tax departments as companies consider moving operations to the cloud, raising the possibility of tax risks, lost cost-saving opportunities and decreased return on investment for cloud projects, according to a recent survey by **KPMG LLP**.

The 206 senior tax professionals responding to the survey work for U.S. companies in a broad range of industries. They agree that use of cloud environments is increasingly embraced by companies, but 52% of respondents say they are generally not included in discussions with top management of other groups in their organizations to provide tax perspective on cloud initiatives.

The findings present opportunities not just for KPMG, but for other firms with expertise on tax consequences related to technology.

“The fact that there currently appears to be limited connectivity and virtually no joint strategic planning between tax and other corporate functions highlights a critical gap—one that can create an opportunity for organizations that think differently and develop IT service delivery approaches that are much more tax efficient,” said Rick Wright, KPMG’s Global Cloud Enablement Leader.

“Keeping the tax function in the loop on information technology decisions is particularly important since different parts of an or-

*See **KPMG CLOUD**, page 6*

Crosley, continued from page 1

For the most part, the response of middle-market firms has been relatively passive, she added.

“If a client comes to them and says, ‘We’re going to build a building in Canada,’ they say, ‘Here’s what you should do and research,’ and they provide advice. So the response is passive and sporadic rather than speaking out and attempting to grow it,” Crosley said.

One consequence of this passive approach is that clients may be engaging in a variety of business activities outside the United States that they never ask their accounting firms about. In other words, plenty of international opportunity abounds with current clients, but most firms are unaware of those opportunities.

“Clients are already doing a lot of international business that they never think to mention to their accounting firms. As a result, those firms not only are not participating, but they have resources, services and information that their clients should know about and benefit from,” Crosley said.

“As a result, money is left on the table because things like tax laws, which would be relevant, are never discussed, so the client might be underserved,” she said.

The passive approach also leaves middle-market firms vulnerable to competitors, Crosley added.

“Another firm might approach your client and say, ‘I see you’re doing business in Bangkok,’ and after four questions, they find huge amounts of opportunity that they can benefit from.”

Crosley knows of four CPAs who are

*See **CROSLEY**, page 5*


Veihmeyer **Canning**

KPMG Chicago, continued from page 1

KPMG unveiled its Chicago office as its newest “workplace of the future.” The new headquarters features a flexible mix of individual, open and private meeting spaces combined with state-of-the-art technology on six floors and a mezzanine.

“We see tremendous opportunity in Chicago to grow our business,” said Patrick Canning, managing partner of KPMG’s Chicago office. He expects that growth to come by “assisting business leaders in growing their top line, transforming their operations and complying with a changing regulatory environment.”■

Simplified *PAR* Top 100 Survey Is Now Online!

Don’t miss this opportunity for your firm to be named to one of the most prestigious honors in public accounting! *Public Accounting Report* has simplified its annual Top 100 survey, so completion takes just a few minutes! Participation is strongly encouraged, as *PAR* may estimate data for firms that do not provide information. You’ll find the link to the quicker, simplified survey here: *www.surveymonkey.com/s/SP9ZSNG*. Questions? E-mail *Julie.Lindy@wolterskluwer.com*. Many thanks for your participation!

Crosley, continued from page 4

exclusively doing international tax work, serving as an outsourced international tax department for clients.

"They find money under every rock they crawl under," she said. That's revenue those clients' accounting firms missed the boat on.

The opportunity doesn't rest solely with tax, Crosley noted. Audit and accounting also offer plenty of opportunity, she said.

"If you can keep up with changing international standards, this area will become more and more important and lucrative. Standards are on and off again, and they're going through a lot of political stuff. The result is 'hurry up and wait.' The interesting thing is that opportunities on the tax side of international business are here now, and on the A&A side, it's on again off again."

But the major point is that international business "isn't a service. It's a buyer group—and there's a huge difference," Crosley said.

"This shift in thinking is one of how you approach the market for international business," she continued. "If you approach international work as a service, you'll say, 'I know international tax. Let me find some prospects.' It's a look from inside out."

A better way to build international business is to look at it from outside in, Crosley insists.

"Where are the prospects, and what do they need? Instead of finding a hammer and looking for a nail, take stock of what you've got so far. The more prudent thing is to ask, 'Do any of my clients have international operations of any sort?' It can be as simple as asking them if they sell anything overseas," she explained.

If so, your firm may have some services and skills that will help that client and generate additional revenue for the firm.

"Interview existing clients," Crosley recommended. "You'd be surprised how many of them have foreign-based distribution centers or manufacturing sites that could be the entrée you need."

Break down self-created barriers, she added.

"If you broaden the definition from 'doing international stuff for clients' to 'who in my client base is doing anything overseas—selling, manufacturing and distribution, whatever'—you'll see that a lot of your clients are doing things overseas that you never realized and that you have more potential than you realized for international work," said Crosley.

Crosley

After you examine opportunities from existing clients, go to the economic development councils in the geographies your firm serves. Obtain their most recent studies that summarize all the companies doing business in your firm's geographies by industry and country, she added.

"You will be shocked and amazed to find out that there are great concentrations of companies in your geography that will tend to be clustered around certain industries and certain countries," she pointed out.

For example, northeastern Ohio and western Pennsylvania are loaded with German manufacturers. Minneapolis has a huge concentration of medical equipment manufacturers from Israel. Southern Alabama is a hub for auto manufacturers from Korea.

Economic development councils vary by state; many counties and cities run their own—for example, Detroit. This information may also be handled by a chamber of commerce.

"Whoever has the job of attracting new business to your geographic areas has this information. Most states and cities have an organization where you can find a study that focuses on the concentration of international commerce. You may have to root around to find it, but it's like a treasure hunt. Research is research. All it needs is inquisitive attitude," Crosley said.

"You don't have be in gateway city like New York, Los Angeles or Miami to be an international firm," she added. "When you go out proactively and purposely look for a market, you will find your own unique space with market potential."

Other hotspots of information where firms can find unmined opportunities that Crosley recommends: international chambers of commerce, international lawyers, embassies, consulates, globally connected faculty members at local universities, trade missions, port authorities and consultants who relocate companies and their executives.

Finding your firm's space on the international frontier is only the beginning, Crosley added.

"Once you start looking, you start finding this whole different ecosystem and set of dynamics. When you define your ecosystem as the United States, you see one picture. When you define it as the world, you see a whole new picture. Once you redefine your market, you'll discover things that were there all the time, but we didn't care because we didn't define our market that way."

Over the last few decades, more middle-market firms have emerged, and they're better branded, better networkers, and they're better colleagues who share best practices with each other than middle-market firms of the past, Crosley pointed out. All these factors make middle-market firms great candidates for serving international clients, she said.

"The international market is still in its infancy. It's very young, very new and very wide open. It's like the moon. It's pretty exciting," Crosley pointed out.

The object is to go beyond accommodating a request from client or joining an international association or network and building an international practice area to dominate, she insists.

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KPMG Cloud, continued from page 4

ganization may move into the cloud at various phases," said Steven Fortier, KPMG's Cloud Enablement Program Tax Leader.

"Every time there's a technology implementation, whether it's cloud or not, tax risks and opportunities are likely to be created," Fortier added. "Failure to consider the tax implications can dramatically alter the potential return on investment for a particular cloud initiative. If the tax department isn't involved early on, an organization can end up creating substantial risk and missing out on important tax planning or incentive opportunities."

In the survey, a significant majority of respondents said they have not been involved in updating their CFOs or boards on tax issues related to the cloud, nor could they say definitely when their own department is likely to use cloud to its fullest extent.

Polled about the challenges, concerns and issues faced by organizations in implementing cloud from a tax perspective, only 7% of respondents said they were involved in regular discussions with top management of other key groups to provide perspective on tax in the cloud initiatives, while 41% said they were included in occasional meetings, and 52% said they were generally not included in any meetings.

Additionally, 69% of respondents said they do not update their CFOs or board on tax issues related to the cloud, while 31% said they did so.

When asked about the tax challenges facing their companies as they begin using cloud technology, 40% of tax executives said identifying how the use of cloud expands or contracts a taxable presence in the United States and foreign jurisdictions is their biggest challenge; 27% cited overall compliance issues, such as withholding taxes and state and federal taxes; and another 27% pointed to IT-related issues, such as server location and service-level commitments from third-party providers.

Respondents described the biggest tax issues related to doing business in the cloud as correctly identifying and calculating tax obligations and filing necessary returns (44%), staying current on regulations across various jurisdictions (24%) and installing appropriate tax-risk management procedures (23%).

About half of respondents (47%) said that their company is currently involved as a cloud user, while 21% said their organization is involved as a cloud service provider.

In other key findings:

- Forty-six percent of respondents said the top cloud issue a tax director should focus on is understanding the implications for U.S. and foreign tax-compliance purposes.
- To the extent that their company operates internationally, almost half of respondents (49%) said their top area of focus was server location and permanent establishment issues with respect to the international implications of cloud, followed by transfer pricing (29%).

One survey response that drew particular attention from KPMG concerned the use of cloud services and its impact on companies' federal tax R&D credits.

"Nearly half of respondents don't believe the use of cloud will affect their credit status when it comes to R&D, but we have a different view," said Fortier. "As companies move to the cloud and other delivery platforms for parts of their R&D function, they may begin to see shifts in their eligibility for these credits if some work moves offshore."■

Marcum LGBT, continued from page 1

Marcum has been providing services to LGBT and non-traditional family clients for many years, Miller told *PAR*. These clients can face a variety of complex financial issues, many related to the dissonance between federal law and various state laws regarding marital status, estates and trusts, and other tax issues.

To formalize its services as a practice area, Miller created a strategic plan that detailed the practice's potential and outlined such components as staff training and advertising.

Initially, she envisioned the practice having the potential to generate $1 million in annual revenue. After crafting the plan, however, Miller saw that it could become a $3 million to $5 million practice area in five years, based primarily in estate planning, Form 706 work, other transition work and business audits, among other opportunities.

The firm's leadership approved the plan, and the initial response has been promising, Miller said.

The practice also includes unmarried heterosexual couples who cohabitate, Miller explained. Such couples made up 12% of all U.S. couples in 2010, a 25% increase in 10 years, according to U.S. Census data. Other sources report that approximately 60% of couples live together before they marry.

Conflicting Laws Open Opportunity

Both LGBT and non-traditional families face financial issues

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Marcum LGBT, continued from page 6

caused by a tax code that has not kept up with the changes in how people live, Miller said.

"It's a changing landscape with no magic federal oversight. Various states and court districts have made it very complex," Miller said.

For example, the case *Windsor v. U.S.*, now in the Court of Appeals for the Second Circuit in New York, challenges the constitutionality of the Defense of Marriage Act (DOMA), which became law in 1996. The case involves a woman, Edie Windsor, who was legally married to another woman under New York state law. When Windsor's wife died in 2009, Windsor—instead of inheriting her wife's estate with no tax liability—was required to pay $363,000 in federal estate tax because, under DOMA, the federal government does not recognize her marriage.

For any Marcum client affected by the outcome of this lawsuit and its effect on DOMA, the firm has filed a Form 706 that will protect the clients' claim to deductions, pending the outcome of the case, Miller said.

Practice Signals A Paradigm Shift

In forming the practice, Miller and the firm recognized that LGBT issues might have the potential to evoke a variety of responses, including negative reactions, from existing clients. She included this contingency in the strategic plan, and the firm's leadership discussed the possibility. However, Miller said she is unaware of any "negativity" from existing clients in response to the practice.

Staff members within the firm have offered "tremendous support" to the practice, with some volunteering to help with marketing efforts, Miller said.

While some financial planning firms (Wells Fargo, Bank of America Merrill Lynch and Morgan Stanley Smith Barney, to name a few) have launched divisions to serve LGBT clients, Marcum apparently is unique among large CPA firms in taking this step.

Miller noted that serving an LGBT client base "could be seen as radical, or as a paradigm shift" for traditionally conservative CPAs and wondered aloud if others will follow suit.

Miller

"Will we be the only ones here a year from now?" she asked.

Time will tell, but several factors suggest that the practice could enjoy long-term growth and viability, thus encouraging competition. For one thing, in the current divisive political climate, it is unlikely that the legal issues that confound LGBT and non-traditional families will be resolved any time soon.

Additionally, Miller pointed out that the LGBT clientele is generally well educated, well paid and "highly loyal" to providers who are prepared to meet their needs. These attributes result in wealth management and wealth transfer opportunities and high client retention, she said.

Who Best Serves The Client?

While many aspects of serving an LGBT client base may be no different than serving any other niche, the practice does have some unique characteristics. One is marketing, Miller said.

"A lot of people [among potential clients] may not be 'out' at work. You're marketing to a group that has been hesitant to be [recognized as gay or lesbian], a group that has not been marketed to before, that has been suspicious of being patronized," she said.

An inevitable question, particularly for firms that may follow Marcum's lead: Does one need to be gay to provide these services to the LGBT client?

"I don't think that's the [client] mentality," Miller said. "I think it helps, but I don't think it's the only criteria."

What matters is that providers are supportive and understand the clients' unique needs, Miller said. Clients or potential clients are extraordinarily grateful to deal with a practice that can do that.

"It's like, 'Thank you for being an auditor!' How often do you hear that? That's refreshing," Miller said. ■

Crosley, continued from page 5

"Responding to client requests and having international affiliation is good, but those activities are not good enough on their own if you want to drive and grow your firm's international business potential," Crosley said. "Many firms think, 'We're too small,' or 'We don't have international expertise or international clients,' but those are very flimsy excuses."

Crosley recommends appointing a firmwide champion for international business—"a partner who owns it and is responsible for its success. It's a niche like any other niche, like construction, real estate or not for profit," she said.

That person should also look for unique opportunity, Crosley added. International business currently tends to concentrate in service areas like manufacturing, real estate or construction.

"But who'd have thought there's an international not-for-profit market? Nobody I know is tapping the international not-for-profit market right now, but there is one. Everybody is so busy duking it out in the commoditized, price-driven domestic market that they can't be concerned with international not-for-profit work—and I say that with tongue in cheek," she explained.

Another opportunity Crosley has spotted is in the international healthcare space.

"Who knows how many international opportunities are out there that haven't been discovered yet? There is a connection between the United Kingdom, real estate and southern Florida, for example. But lots of other opportunities are waiting for a visionary firm to take it and own it. All kinds of opportunities are waiting to be discovered." ■

People, Firms, and Promotions

CBIZ MHM named Managing Director **Jeffrey Gluck** as the Accounting Services practice leader for its New York office. Gluck continues to work closely with privately held companies and will continue leading the Royalty Compliance Services group. He also provides tax and legal advice regarding trademarks.

Colleen S. Vallen joined the Philadelphia office of New York-based **Citrin Cooperman** as the lead partner in the office's Valuation & Forensic Services practice. Previously, she was a partner at Philadelphia-based **ParenteBeard**. Vallen has spent more than 15 years focused on forensic issues, fraud investigations, forensic litigation support and economic damage analysis. She also has broad experience in financial document analysis, investigation and review, and the preparation of court-related materials.

Chicago-based **Crowe Horwath LLP** elected nine new partners and seven new directors. The new partners are: **Stephen Bedell**, tax (Columbus, Ohio); **Rebecca Hurt**, tax (Knoxville, Tenn.); **John Kelleher**, tax (Oak Brook, Ill.); **Bart Kimmel**, risk consulting (Los Angeles); **Troy La Huis**, risk consulting (Grand Rapids, Mich.); **Gary Lindsey**, risk consulting (Columbus); **Dan Megathlin**, tax (Atlanta); **Jeremy Nichols**, audit (Nashville, Tenn.); and **Mike Varney**, risk consulting (Cleveland). The new directors are **Mike Cantrell**, tax (Dallas); **Jeff Goudie**, performance consulting (Grand Rapids); **Greg LeMond**, risk consulting (Oak Brook); **Vicky Ludema**, marketing development and sales (Grand Rapids); **Brett Rosynek**, performance consulting (Oak Brook); **David Strong**, tax (Grand Rapids); and **Jack Wolf**, performance consulting (Nashville). Crowe also promoted several partners to expanded roles on its leadership team. They are: **Jim Dolinar**, managing partner, Assurance Professional Practice (Oak Brook); **Gary Fox**, managing partner, tax (South Bend, Ind.); **Craig Funkhouser**, office managing partner, Chicago metropolitan area (Oak Brook); **Kevin Hovorka**, managing partner, Industry Horizontals and Private Equity Services (Chicago); **Ann Lathrop**, chief marketing officer (Indianapolis); **Gary Milligan**, COO of Audit, Tax and Office Managing Partners (Grand Rapids); and **Marc Shaffer**, Managing Partner, Financial Advisory Services (Chicago). **Tom Jones**, based in Fort Wayne, Ind., and **Tony Klaich**, based in San Francisco, were elected to the firm's executive committee.

Eide Bailly LLP, based in Fargo, N.D., chose two partners to join its board of directors: **Kevin Doyle**, based in Sioux Falls, S.D., and **Rick Steen**, based in Fargo. The board elected Fargo-based partner **Mark Martens** to serve as chair of the board and **Linda Koerselman**, based in Mankato, Minn., to serve as vice chair of the board.

Frank, Rimerman + Co. LLP, based in Palo Alto, Calif., admitted **Candace L. Vaughn** to partnership in its Assurance and Advisory practice. She began her accounting career with the firm in 1998 and specializes in serving investment companies and privately held businesses with entity structure services, financial reporting services and solutions to complex accounting issues.

Eric Hananel joined **Grassi & Co.**, based in Jericho, N.Y., as a tax partner. He has more than 35 years of experience in tax consulting, compliance and financial statement income tax provision reviews.

Philadelphia-based **ParenteBeard** named **John Reynolds** as a principal in the firm's audit and accounting practice. He is based in the firm's Wilkes-Barre, Pa., office.

John McGonigal joined Philadelphia-based **Smart Devine** as a managing director in its Accounting and Business Advisory Practice. He will assist both public and private companies with financial reporting requirements, accounting consultation and guidance through complex transactions. He is a former partner at **Ernst & Young**.

Darci Keyes and **Heather Lyons** joined **Ueltzen & Co.** of Sacramento, Calif., as directors. Keyes specializes in valuations and forensic accounting. Previously, she was a senior manager at **Plante Moran**. Lyons specializes in economic damages and forensic accounting. Previously, she was a senior manager at a global consulting firm.

William P. ("Bill") Elliott joined **Warren Averett**, based in Birmingham, Ala., as a member and international tax director. He will work out of the firm's office in Huntsville, Ala. He is a CPA and international tax lawyer with more than 30 years of diversified international and domestic tax planning and compliance experience.

New York-based **WeiserMazars LLP** hired **Bill Hoffman** as executive director of business development to support the firm's growing presence in Philadelphia. He is based out of the firm's Fort Washington, Pa. office. Previously, he was with the business development team in **Grant Thornton**'s Philadelphia office. ■