

APPENDIX A

Accounting Academic Unit Strategic Plan



Gonzaga Accounting Mission Statement & Strategic Plan

The mission statement and strategic plan were originally formally developed in 2008. In addition to the accounting mission statement and strategic plan, the collective work of our faculty, students, and other key stakeholders is guided by the School of Business Administration (“SBA”) values and strategic plan, and the University’s strategic plan and mission statement. The accounting mission statement and strategic plan were re-affirmed by the faculty in 2021.

Mission Statement

To develop ethical graduates highly qualified for professional careers in accounting. Our programs will be characterized by rigorous curricula offered in a personalized learning environment; to advance knowledge and application of accounting theory and practice, our high-quality faculty will be involved in a complementary mix of research and contributions to professional practice.



Strategic Plan

The current plan includes the following Objectives and Strategies:

Objective I: Develop ethical, professionally competent graduates

Strategy A – Maintain challenging curricula responsive to the needs of organizations in a dynamic global business environment.

Strategy B – Promote the highest standards of ethical behavior and learning.

Strategy C – Enhance students' critical thinking and awareness through engagement.

Objective II: Distinguish our programs by dedication to professional careers

Strategy A – Attract and retain doctorally-qualified faculty with professional certification(s).

Strategy B – Promote attainment of professional certification (CPA, CGMA, CIA, etc.) by our students and graduates.

Strategy C – Encourage participation by students in professional activities and organizations.

Objective III: Enhance the quality and effectiveness of faculty

Strategy A – Enhance opportunities for improving scholarly and professional practice activities of the faculty.

Strategy B – Enhance opportunities for improving teaching effectiveness.

Objective IV: Increase the stature of the accounting programs

Strategy A – Systematically promote the accounting programs.

Strategy B – Strengthen relationships with accounting alumni and stakeholder organizations.



With these Objectives in mind, the accounting faculty have identified the following strategic priorities:

- Integrating sustainability reporting, data analytics, and technology content throughout the accounting curricula (undergraduate *and* graduate).
- Collaborating with students and other stakeholders to develop and present relevant content (i.e. business cases; financial literacy information) for high school students.
- Launching an accounting alumni network to promote increased engagement amongst our various stakeholders.
- Promoting an inclusive and supportive environment (both the learning environment *and* within the workplace) through intentional collaboration and engagement with diverse individuals, perspectives, and ideas.

APPENDIX B

Accounting Advisory Board Members and Contact Information

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Gonzaga BAP Representatives:

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2021-22 President

Sam McEwan

2020-21 President

Director, Graduate Accounting

Andrew Brajcich

Coordinator of Accounting

Matthew Hoag

APPENDIX C

Accounting Advisory Board Bylaws

**Gonzaga Accounting Advisory Board
By-Laws**

I. Purpose

The purpose of the Gonzaga Accounting Advisory Board (GAAB) is to provide advisory and financial assistance to the accounting programs at Gonzaga University (Gonzaga Accounting). GAAB is intended to be a diverse group of advisors from the accounting profession. All participants should have an interest in the advancement and success of Gonzaga Accounting, the School of Business Administration (SBA), and Gonzaga University. GAAB members are expected to actively participate in the promotion of Gonzaga Accounting.

GAAB's activities include support for the accounting faculty, the Coordinator of Accounting Programs (Coordinator), the Director of Graduate Accounting (Director) and the Dean of the SBA (Dean) related to the needs of Gonzaga Accounting by way of advisory board meetings, and possibly including committee and community service engagement.

II. Membership

GAAB is composed of a maximum of thirty (30) members and shall not fall below ten (10) members. The members should have qualifications and/or perspectives that relate to accounting, business, government, or academia. The Coordinator, Director, Dean, and President of Beta Alpha Psi shall be ex officio members of GAAB. The Coordinator shall appoint the members with advice and support of GAAB members and accounting faculty. Membership on GAAB is expected to be representative of the diverse activities and constituencies of Gonzaga Accounting. Appropriate alumni representation is encouraged.

Members shall be appointed to serve a three- year (3) term with the option of reappointment for additional terms of three-years (3). For terms of office, the year shall begin on September 1 and end on August 31. Member terms will be staggered among three groups in order to maintain board cohesion. Ex officio members shall serve a term contemporaneous with their positions. Accounting faculty are encouraged to attend all GAAB meetings.

III. Officers

The officers of GAAB consist of the Chair, Vice Chair, and Secretary. The Vice Chair will normally progress to the Chair in the next term. The Secretary is responsible for maintaining GAAB records. The officers will be elected from GAAB membership by the members to serve a two-year term. Officers are eligible for re-election for additional terms. The officers are chosen without regard to their period of service on GAAB and their appointment is automatically extended until the end of their tenure in office if their current three-year term as member expires during their term of service in office.

Election of the officers will take place at the Spring semester meeting, with offices assumed the following September 1. A simple majority of votes cast by members present is required for election. The Chair shall preside over meetings of the GAAB and provide guidance in achievement of its goals. The Vice Chair shall preside over GAAB meetings in the absence of the Chair and has responsibility for coordinating the activities of GAAB committees..

IV. Meetings

The Coordinator will schedule meetings as needed, with at least one each academic year. The presence of at least one half of GAAB members at a meeting will constitute a quorum. Members participating remotely will be considered present for purposes of reaching a quorum. The Coordinator sets the dates for the meetings of GAAB in consultation with GAAB members and accounting faculty.

The Coordinator, in consultation with the Chair and Director, prepares the agenda for each meeting and provides the agenda to all GAAB members with adequate advance notice. In addition to the regular meetings held each year, the Coordinator or Chair may call special meetings as circumstances require and in some instances, board members may be called on to engage in committee (see Section V) and/or community service work in support of Gonzaga Accounting.

V. Committees

GAAB shall have an executive committee consisting of GAAB officers, the Coordinator, Director, and Dean.

The Chair, Coordinator, or Director may appoint committees to undertake specific assignments and/or projects related to the Purpose of GAAB. The Chair, Coordinator, or Director will appoint committee chair(s). Committee work may be accomplished remotely or via e-mail. A committee chair or any officer on a committee may call a special committee meeting. Each GAAB member is expected to serve on at least one committee in support of GAAB's activities and Gonzaga Accounting at large.

VI. By-Law Revision

Any GAAB member can propose revisions to the By-Laws. Proposed revisions should be provided to all GAAB members with adequate advance. A two-thirds majority of GAAB members present or by proxy, provided there is a quorum present, is required to approve any change to the By-Laws. Any proxy authority must be substantiated to the satisfaction of the Chair.

VII. Disclaimer of Liability

Neither GAAB nor its members have any authority to make commitments on behalf of Gonzaga University or any unit thereof. GAAB members are responsible for their own transportation and accommodation costs related to GAAB activities and will receive no remuneration. GAAB members do not represent Gonzaga University or the SBA in any official capacity by virtue of GAAB membership.

GAAB and its individual members disclaim any liability for losses, claims, demands, or actions arising or resulting from the recommendations or advice made or given in good faith to Gonzaga Accounting.

VIII. Financial Support Expectations

GAAB members accept membership with the expectation of making a financial contribution to Gonzaga Accounting. Members will be asked to pledge two thousand dollars (\$2,000) per year of service in contributions to any of the following funds that support Gonzaga Accounting, the SBA, and/or Gonzaga students:

- Accounting Excellence Fund
- Eddy Birrer Scholarship
- Daniel Brajcich Scholarship
- Beta Alpha Psi Scholarship
- Any established CPA firm scholarship
- Any established family scholarship

GAAB members may make separate contribution arrangements directly with the Coordinator. Matching from member employers will count toward any pledge.

Adopted April 21, 2011
Revised April 28, 2021

APPENDIX D

Supporting Tables – Accounting CIR

- **Table A2-1:** Intellectual Contributions

- **Table A6:** Assignment of Faculty to Teach Accounting Courses in All Degree Programs Within the Accounting Academic Unit for AY 2020-21

- **Table A9-1:** Faculty Sufficiency and Qualifications Summary for AY 2020-21
 - **Panel A:** Overall Accounting Discipline - Matches Business CIR, Appendix 5 (AY 2020-21)
 - **Panel B:** Accounting Discipline Overall, without Prof. Hackney (AY 2020-21)
 - **Panel C:** Accounting Undergraduate Program (AY 2020-21)
 - **Panel D:** Accounting Graduate Programs - Combined (AY 2020-21)
 - **Panel E:** MAcc Graduate Program (AY 2020-21)
 - **Panel F:** MSTax Graduate Program (AY 2020-21)

- **Table A9-2:** Deployment of Faculty by Qualification Status in Support of Degree Programs

TABLE 2-1.
FIVE YEAR SUMMARY OF INTELLECTUAL CONTRIBUTIONS
2016-2021 (June 1, 2016 through May 31, 2021)

Table A2-1 Intellectual Contributions of the Accounting Academic Unit														
PART A: Five-Year Summary of Intellectual Contributions														
	Portfolio of Intellectual Contributions			Type of Intellectual Contributions									Percentage of Faculty Producing ICs	
	Basic or Discovery Scholarship	Applied or Integrative Scholarship	Teaching and Learning Scholarship	Peer-Reviewed Journals	Research Monographs	Academic/Professional Meeting Proceedings	Competitive Research Awards Received	Textbooks	Other Teaching Materials	Academic/Professional Presentations	Other Intellectual Contributions	Total Intellectual Contributions	Percent of Participating Faculty Producing Ics	Percentage of total FTE faculty producing Ics
Accounting Adjusted (a)	16	7	9	32	0	2	0	0	0	39	0	73	100%	64.5%
<i>(a) Reflects total without Don Hackney, Business Law Professor in CIR</i>														
PART B: Alignment with Mission, Expected Outcomes, and Strategy														
Please refer to Accounting Continuous Improvement Review Report, Section IV.A.4														
PART C: Quality of the Five-Year Portfolio of Intellectual Contributions														
Please refer to Accounting Continuous Improvement Review Report, Section IV.A.4														
PART D: Impact of Intellectual														
Please refer to Accounting Continuous Improvement Review Report, Section IV.A.4														

Table A6: Assignment of Faculty to Teach Accounting Courses in All Degree Programs Within the Accounting Academic Unit During AY 2020-21

Undergraduate Accounting Program

All Courses Taught	Minimum Qualifications or Credentials	Current or Emerging Technology Deployed in Each Course	Faculty Assignments*	Comments
ACCT 260 – Principles of Accounting I (Financial)	Master’s or Professional Certification	Varies – Numerous sections/instructors required students use Excel to complete a comprehensive final analysis project.	Barone, DeHart, Hoag, LaBelle, McNellis	
ACCT 261 – Principles of Accounting II (Managerial)	Master’s or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform.	DeHart, LaBelle, Law	
ACCT 263 – Accounting Analysis (Financial / Managerial Hybrid for non-business majors)	Master’s or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	LaBelle	
ACCT 311 – Data Analysis for Accountants	Master’s or Professional Certification	Students made heavy use of Excel functions and advanced formulas, as well as the Solver and Data Analysis toolpak add-ins. Students also used Tableau, CountThings, and Alteryx to conduct a variety of data analysis tasks and functions. Specific data skills emphasized include: data management, ETL process, optimization with SOLVER, regression, cluster analysis, data visualization, and effective written communication of results (i.e. data reporting).	Hoag	
ACCT 360 – Intermediate Financial Accounting I	Master’s or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform.	Barone	

All Courses Taught	Minimum Qualifications or Credentials	Current or Emerging Technology Deployed in Each Course	Faculty Assignments*	Comments
ACCT 361 – Intermediate Financial Accounting II	Master’s or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform.	McNellis	
ACCT 362 – Accounting Information Systems	Master’s or Professional Certification	Data management and processing concepts are reviewed. Students used Excel to complete a case.	Kern	
ACCT 363 – Cost Accounting	Master’s or Professional Certification	Students used Excel to complete a comprehensive cost accounting case.	Law	
ACCT 365 – Federal Taxation I (Individual)	Master’s or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform.	Weber	
ACCT 366 – Federal Taxation II (Entity)	Master’s or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform.	Brajcich	
ACCT 367 – Financial Reporting (for finance majors)	Master’s or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform.	Banyi	

All Courses Taught	Minimum Qualifications or Credentials	Current or Emerging Technology Deployed in Each Course	Faculty Assignments*	Comments
ACCT 460 – Advanced Financial Accounting	Master’s or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform.	Banyi	
ACCT 464 – Auditing	Master’s or Professional Certification	Students made use of the IDEA audit analytics software to complete a series of cases throughout the course.	Kern	
ACCT 471 – Forensic Accounting Lab	Master’s or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform.	Carr	
ACCT 491 – Alteryx and Robotic Process Automation (Directed Study)	Master’s or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform.	Hoag	
ACCT 497 – Internship	N/A	Internship experiences vary, but students often get exposure to emerging technologies, which can be substantial in some cases	Hucke	

MAcc Program (Graduate)

All Courses Taught	Minimum Qualifications or Credentials	Current or Emerging Technology Deployed in Each Course	Faculty Assignments*	Comments
<p>MACC 601- Power Query/Power Pivot Formerly (Advanced EXCEL)</p>	<p>Master's or Professional Certification</p>	<p>Students learn to describe basic activities in each stage of the business analytics life cycle, understand the meanings of Extraction, Transformation and Loading (ETL), explain the major components of Excel user interfaces, cleanse and structure data in a format ready for analysis, use commonly used functions, use common hotkeys of Excel, build models with Excel, connect to external data sources, create data models, and produce pivot tables and pivot charts</p>	<p>Chuang</p>	
<p>MACC 603- Financial Acct for Income Taxes</p>	<p>Master's or Professional Certification</p>	<p>Students use Excel to store, edit, and calculate the financial accounting record for income tax expense of a business</p>	<p>Sell</p>	
<p>MACC 611- Data Analysis for Accountants Formerly (Intro to Analytics for Acct)</p>	<p>Master's or Professional Certification</p>	<p>Students study the role of big data and data science and analytics in business. The course includes coverage of the theory and practice of data visualization, statistical methods, analytical models, and an introduction to software tools and programming languages to facilitate the analysis of data</p>	<p>Hoag</p>	
<p>MACC 622- Advanced Analytics for Acct</p>	<p>Master's or Professional Certification</p>	<p>Students write SQL scripts that pull data from a relational database, integrate data from different sources, identify analytical methods associated with financial indicators, and visualize and communicate results from data analyses</p>	<p>Spencer</p>	
<p>MACC 635- Business Behaving Badly</p>	<p>Master's or Professional Certification</p>	<p>No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform</p>	<p>Law</p>	

MAcc Program (Graduate)

All Courses Taught	Minimum Qualifications or Credentials	Current or Emerging Technology Deployed in Each Course	Faculty Assignments*	Comments
MACC 641- Financial Statement Analysis	Master's or Professional Certification	Students perform various financial functions and scheduling in Excel	Banyi	
MACC 660- Advanced Financial Accounting	Master's or Professional Certification	Students use Excel to cross reference financial data in different locations	Banyi	
MACC 661- Professional Writing Workshop	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	DeHart	
MACC 663- Accounting Theory	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	McNellis	
MACC 664- Professional Ethics	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	Kern	
MACC 665- Audit Research & Practice	Master's or Professional Certification	Students incorporate data analytics (Excel; Tableau; sampling) and the integration of data analytics (and technology more broadly) within the audit practice and incorporates cases which leverage Excel and Tableau	Hoag	

MAcc Program (Graduate)

All Courses Taught	Minimum Qualifications or Credentials	Current or Emerging Technology Deployed in Each Course	Faculty Assignments*	Comments
MACC 670- Fraud & Forensic Examination	Master's or Relevant Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	Heston	
MACC 671- Forensic Accounting Lab	Master's or Professional Certification	Students utilize SharePoint to securely manage case files and work product. Students also utilize OneNote to track team meeting notes, case progress and email or text communications. Additionally, Excel and Quickbooks are used	Carr, Smith	
MACC 677- Sustainability Accounting	Master's or Relevant Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	DeHart	
MACC 690- Fundamentals of Alteryx	Master's or Professional Certification	A survey of Alteryx platform, which assists companies to answer business questions quickly and efficiently. The platform can be used as a major building block in a digital transformation or automation initiative. Alteryx allows teams to build processes in a more efficient, repeatable, less error-prone with less risk	Zelinger	
MACC 699-Blockchain in Business	Master's or Professional Certification	<p>Students explore the fundamentals of blockchain technology as it relates to enterprise systems, cryptocurrencies, and legal/regulatory matters. The focus of this course will be to develop a practical understanding of how blockchain technology fits within the greater business technology ecosystem and the current legal and regulatory frameworks.</p> <p>Topics covered will include an overview of blockchain technology, tax implications of cryptocurrency transactions, smart contracts, key management and internal controls, and introductions to enterprise blockchain software</p>	Graham	

MSTax Program (Graduate)

All Courses Taught	Minimum Qualifications or Credentials	Current or Emerging Technology Deployed in Each Course	Faculty Assignments*	Comments
<p>MTAX 601- Query/Power Pivot Formerly (Advanced EXCEL)</p>	<p>Master’s or Professional Certification</p>	<p>Students learn to describe basic activities in each stage of the business analytics life cycle, understand the meanings of Extraction, Transformation and Loading (ETL), explain the major components of Excel user interfaces, cleanse and structure data in a format ready for analysis, use commonly used functions, use common hotkeys of Excel, build models with Excel, connect to external data sources, create data models, and produce pivot tables and pivot charts</p>	<p>Chuang</p>	
<p>MTAX 605- Partnership Taxation</p>	<p>Master’s or Professional Certification</p>	<p>No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform</p>	<p>Weber</p>	
<p>MTAX 606- Wealth Transfer Taxation</p>	<p>Master’s or Professional Certification</p>	<p>No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform</p>	<p>McNulty</p>	
<p>MTAX 607- Taxation of Property Trans</p>	<p>Master’s or Professional Certification</p>	<p>No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform</p>	<p>Weber</p>	
<p>MTAX 611- Data Analysis for Accountants Formerly- (Intro to Analytics for Acct)</p>	<p>Master’s or Professional Certification</p>	<p>Students study the role of big data and data science and analytics in business. The course includes coverage of the theory and practice of data visualization, statistical methods, analytical models, and an introduction to software tools and programming languages to facilitate the analysis of data</p>	<p>Hoag</p>	

MSTax Program (Graduate)

All Courses Taught	Minimum Qualifications or Credentials	Current or Emerging Technology Deployed in Each Course	Faculty Assignments*	Comments
MTAX 616- Income Tax of Estates & Trusts	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	Brajcich	
MTAX 620- Tax Plans for Business Trans	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	Gosline	
MTAX 661- Professional Writing Workshop	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	DeHart	
MTAX 699- Tax-Exempt Orgs	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	Simer	
MTAX 603- Financial Acct for Income Taxes	Master's or Professional Certification	Students use Excel to store, edit, and calculate the financial accounting record for income tax expense of a business	Sell	
MTAX 614- S Corporation Taxation	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	Brajcich	

MSTax Program (Graduate)

All Courses Taught	Minimum Qualifications or Credentials	Current or Emerging Technology Deployed in Each Course	Faculty Assignments*	Comments
MTAX 604- C Corporation Taxation	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	Brajcich	
MTAX 608- State and Local Tax Concepts	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	Hawkins	
MTAX 610- International Tax Concepts	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	Brajcich	
MTAX 621- Tax Periods & Methods	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	Brajcich	
MTAX 685- Federal Tax Clinic	Master's or Professional Certification	No current or emerging technologies were used in this course during the academic year, except for use of the online learning platform	Crago	
MTAX 667- Tax Research & Practice	Master's or Professional Certification	Students utilize subscription services RIA, CCH and BNA to research tax issues	McNulty	

*Curriculum vitae will be provided upon request.

APPENDIX D: SUPPORTING TABLES

Accounting CIR - Table A9-1

Panel A: Overall Accounting Discipline - Matches Business CIR, Appendix 5 (AY 2020-21)

Portfolio		Sufficiency		Responsibilities^	% of Time Devoted to Mission*	
Faculty Member (Appt Date)	Degree, Year	Participating	Supporting		SA	IP
Banyi, Monica (2018)	Ph.D., 2004	702		M/U/R/S	100.00%	
Barone, Gerhard (2006)	Ph.D., 2002	543		M/U/R/S	100.00%	
Brajcich, Andrew (2012)	L.L.M., 2010	364		M/U/R/S/A	100.00%	
Hackney, Donald (1974)	J.D., 1974	995		U/R/S	100.00%	
Hoag, Matthew (2012)	Ph.D., 2010	377		M/U/R/S/A	100.00%	
Kern, Sara (2005)	Ph.D., 2005	510		M/U/R/S	100.00%	
Law, Daniel (2002)	Ph.D., 2003	548		M/U/R/S	100.00%	
McNellis, Casey (2017)	Ph.D., 2011	646		M/U/R/S	100.00%	
Weber, Gary (1995)	Ph.D., 1997	472		M/U/R/S	100.00%	
Carr, Stacey (n/a)	M.Acc., 2011		33	MT		25.00%
Dehart, Catherine (2013)	M.Ed., 2010	668		M/U/S		100.00%
Gosline, Brian (n/a)	J.D., 1989		63	M/U		12.50%
Graham, Matthew (n/a)	J.D., 2014		11			4.20%
Hawkins, Mark (n/a)	J.D., 2000		19	U		4.20%
LaBelle, Jillian (2019)	M.Acc., 2012	801		M/U		100.00%
McNulty, Patrick (n/a)	L.L.M., 2014		76	M/U		8.30%
Sell, Kevin (n/a)	B.B.A., 1985		147	M/U		25.00%
Spencer, Lyle (n/a)	B.S., 2002		105	M/U		18.75%
Totals		6626	454			
Percent Participating	93.59%	% SA (>40%)	75.13%	% SA+PA+SP (>60%)	75.13%	
Percent Supporting	6.41%			% SA+PA+SP+IP (>90%)	100.00%	
^ M – Masters Teaching, U – Undergraduate Teaching, R – Research, S – Service, A – Administration * No PA or SP faculty during AY 2020-21						

APPENDIX D: SUPPORTING TABLES

Accounting CIR - Table A9-1

Panel B: Accounting Discipline Overall, without Prof. Hackney (AY 2020-21)

Portfolio		Sufficiency		Responsibilities	% of Time Devoted to Mission	
Faculty Member	Degree, Year	Participating	Supporting		SA	IP
Banyi, Monica	Ph.D., 2004	702		M/U/R/S	100.00%	
Barone, Gerhard	Ph.D., 2002	543		M/U/R/S	100.00%	
Brajcich, Andrew	L.L.M., 2010	364		M/U/R/S/A	100.00%	
Hoag, Matthew	Ph.D., 2010	377		M/U/R/S/A	100.00%	
Kern, Sara	Ph.D., 2005	510		M/U/R/S	100.00%	
Law, Daniel	Ph.D., 2003	548		M/U/R/S	100.00%	
McNellis, Casey	Ph.D., 2011	646		M/U/R/S	100.00%	
Weber, Gary	Ph.D., 1997	472		M/U/R/S	100.00%	
Carr, Stacey	M.Acc., 2011		33	MT		25.00%
Dehart, Catherine	M.Ed., 2010	668		M/U/S		100.00%
Gosline, Brian	J.D., 1989		63	M/U		12.50%
Graham, Matthew	J.D., 2014		11			4.20%
Hawkins, Mark	J.D., 2000		19	U		4.20%
LaBelle, Jillian	M.Acc., 2012	801		M/U		100.00%
McNulty, Patrick	L.L.M., 2014		76	M/U		8.30%
Sell, Kevin	B.B.A., 1985		147	M/U		25.00%
Spencer, Lyle	B.S., 2002		105	M/U		18.75%
Totals		5631	454			
Percent Participating	92.54%	% SA (>40%)	72.86%	% SA+PA+SP (>60%)	72.86%	
Percent Supporting	7.46%			% SA+PA+SP+IP (>90%)	100.00%	

M – Masters Teaching, U – Undergraduate Teaching, R – Research, S – Service, A – Administration

* No PA or SP faculty during AY 2020-21

APPENDIX D: SUPPORTING TABLES

Accounting CIR - Table A9-1

Panel C: Accounting Undergraduate Program (AY 2020-21)

Portfolio		Sufficiency		Responsibilities	% of Time Devoted to Mission	
Faculty Member	Degree, Year	Participating	Supporting		SA	IP
Banyi, Monica	Ph.D., 2004	579		M/U/R/S	82.48%	
Barone, Gerhard	Ph.D., 2002	348		M/U/R/S	64.09%	
Brajcich, Andrew	L.L.M., 2010	219		M/U/R/S/A	60.16%	
Hoag, Matthew	Ph.D., 2010	250		M/U/R/S/A	66.31%	
Kern, Sara	Ph.D., 2005	438		M/U/R/S	85.88%	
Law, Daniel	Ph.D., 2003	429		M/U/R/S	78.28%	
McNellis, Casey	Ph.D., 2011	585		M/U/R/S	90.56%	
Weber, Gary	Ph.D., 1997	273		M/U/R/S	57.84%	
Carr, Stacey	M.Acc., 2011		24	MT		18.18%
Dehart, Catherine	M.Ed., 2010	594		M/U/S		88.92%
LaBelle, Jillian	M.Acc., 2012	801		M/U		100.00%
Totals		4516	24			
Percent Participating	99.47%	% SA (>40%)	73.87%	% SA+PA+SP (>60%)	73.87%	
Percent Supporting	0.53%			% SA+PA+SP+IP (>90%)	100.00%	

M – Masters Teaching, U – Undergraduate Teaching, R – Research, S – Service, A – Administration

* No PA or SP faculty during AY 2020-21

APPENDIX D: SUPPORTING TABLES

Accounting CIR - Table A9-1

Panel D: Accounting Graduate Programs - Combined (AY 2020-21)

Portfolio		Sufficiency		Responsibilities	% of Time Devoted to Mission	
Faculty Member	Degree, Year	Participating	Supporting		SA	IP
Banyi, Monica	Ph.D., 2004	123		M/U/R/S	17.52%	
Barone, Gerhard	Ph.D., 2002	72		M/U/R/S	13.26%	
Brajcich, Andrew	L.L.M., 2010	145		M/U/R/S/A	39.84%	
Hoag, Matthew	Ph.D., 2010	127		M/U/R/S/A	33.69%	
Kern, Sara	Ph.D., 2005	72		M/U/R/S	14.12%	
Law, Daniel	Ph.D., 2003	6		M/U/R/S	1.09%	
McNellis, Casey	Ph.D., 2011	60		M/U/R/S	9.29%	
Weber, Gary	Ph.D., 1997	94		M/U/R/S	19.92%	
Carr, Stacey	M.Acc., 2011		9	MT		6.82%
Dehart, Catherine	M.Ed., 2010	54		M/U/S		8.08%
Gosline, Brian	J.D., 1989		63	M/U		12.50%
Graham, Matthew	J.D., 2014		11			4.20%
Hawkins, Mark	J.D., 2000		19	U		4.20%
McNulty, Patrick	L.L.M., 2014		76	M/U		8.30%
Sell, Kevin	B.B.A., 1985		147	M/U		25.00%
Spencer, Lyle	B.S., 2002		105	M/U		18.75%
Totals		753	430			
Percent Participating	63.65%	% SA (>40%)	62.86%	% SA+PA+SP (>60%)	62.86%	
Percent Supporting	36.35%			% SA+PA+SP+IP (>90%)	100.00%	

M – Masters Teaching, U – Undergraduate Teaching, R – Research, S – Service, A – Administration

* No PA or SP faculty during AY 2020-21

APPENDIX D: SUPPORTING TABLES

Accounting CIR - Table A9-1

Panel E: MAcc Graduate Program (AY 2020-21)

Portfolio		Sufficiency		Responsibilities	% of Time Devoted to Mission	
Faculty Member	Degree, Year	Participating	Supporting		SA	IP
Banyi, Monica	Ph.D., 2004	123		M/U/R/S	17.52%	
Barone, Gerhard	Ph.D., 2002	72		M/U/R/S	13.26%	
Brajcich, Andrew	L.L.M., 2010	12		M/U/R/S/A	3.30%	
Hoag, Matthew	Ph.D., 2010	111		M/U/R/S/A	29.44%	
Kern, Sara	Ph.D., 2005	62		M/U/R/S	12.16%	
Law, Daniel	Ph.D., 2003	6		M/U/R/S	1.09%	
McNellis, Casey	Ph.D., 2011	60		M/U/R/S	9.29%	
Weber, Gary	Ph.D., 1997	10		M/U/R/S	2.12%	
Carr, Stacey	M.Acc., 2011		9	MT		6.82%
Dehart, Catherine	M.Ed., 2010	39		M/U/S		5.84%
Graham, Matthew	J.D., 2014		11			4.20%
Sell, Kevin	B.B.A., 1985		90	M/U		15.31%
Spencer, Lyle	B.S., 2002		105	M/U		18.75%
Totals		495	215			
Percent Participating	69.72%	% SA (>40%)	63.40%	% SA+PA+SP (>60%)	63.40%	
Percent Supporting	30.28%			% SA+PA+SP+IP (>90%)	100.00%	

M – Masters Teaching, U – Undergraduate Teaching, R – Research, S – Service, A – Administration

* No PA or SP faculty during AY 2020-21

APPENDIX D: SUPPORTING TABLES

Accounting CIR - Table A9-1

Panel F: MSTax Graduate Program (AY 2020-21)

Portfolio		Sufficiency		Responsibilities	% of Time Devoted to Mission	
Faculty Member	Degree, Year	Participating	Supporting		SA	IP
Brajcich, Andrew	L.L.M., 2010	133		M/U/R/S/A	36.54%	
Hoag, Matthew	Ph.D., 2010	16		M/U/R/S/A	4.24%	
Kern, Sara	Ph.D., 2005	10		M/U/R/S	1.96%	
Weber, Gary	Ph.D., 1997	84		M/U/R/S	17.80%	
Dehart, Catherine	M.Ed., 2010	15		M/U/S		2.25%
Gosline, Brian	J.D., 1989		63	M/U		12.50%
Hawkins, Mark	J.D., 2000		19	U		4.20%
McNulty, Patrick	L.L.M., 2014		76	M/U		8.30%
Sell, Kevin	B.B.A., 1985		57	M/U		9.69%
Totals		258	215			
Percent Participating	54.55%	% SA (>40%)	62.11%	% SA+PA+SP (>60%)	62.11%	
Percent Supporting	45.45%			% SA+PA+SP+IP (>90%)	100.00%	
<p align="center">M – Masters Teaching, U – Undergraduate Teaching, R – Research, S – Service, A – Administration</p> <p align="center">* No PA or SP faculty during AY 2020-21</p>						

Table A9-2
Deployment of Faculty by Qualification Status in Support of Degree Programs
 Fall 2020 and Spring 2021

Degree Programs	SA	PA	SP	IP	A
Undergraduate: Accounting Major	73.9 %			33.4 %	
Graduate: MAcc	63.4 %			33.4 %	
Graduate: MSTax	62.1 %			47.8 %	

6,085 student credit hours were generated in 2020-21 across all AAU faculty:

Undergraduate credits: 4,540 | Graduate (MAcc) credits: 710
 Graduate (MSTax) credits: 473 | Other programs (non-AAU): 362

APPENDIX E

Summary of Faculty Academic and Professional Engagement

Faculty Member	CPA License	Other License	Prior Professional Positions and Experience	Reviewer or Editor	Non-Institution Academic Service	Professional Memberships	Professional Service (Orgs)	Professional Service (Notes)
Monica Banyl	Yes - Not Active	None	(1) Research Specialist, Office of Economic Analysis - Security and Exchange Commission (2000-01) (2) Senior Accountant, KPMG Peat Marwick (1996-98) (3) Volunteer, U.S. Peace Corps (1993-95)	Review Board - 1	No Add'l	None	None	N/A
Gerhard Barone	No	None	None	Reviewer - 2	Discussant (1)	American Accounting Association	P.A.C.E Fitness Fdn	Board Member; Treasurer
Andrew Brajcich	Yes - Active	Yes - Law License	(1) Executive and Professional Education Instructor/Presenter, Various Orgs (2014-2021) (2) International Tax Services, Deloitte Tax LLP (2010-11)	Reviewer - 1	No Add'l	American Accounting Association AICPA Federal Bar of Eastern WA WA State Society of CPAs WA State Bar Association	WA State Society of CPAs Inland Northwest Foundation The Arc of Spokane	Board Member Committee Member Board Member
Cathy DeHart	Yes - Active	Yes - Sustainability	(1) Consultant, Sustainability Accounting Standards Board (2016-17; 2020-21) (2) Administrative & Training Coordinator, U.S. Bankruptcy Court (2011-13) (3) Business Manager, University of Puget Sound School of Law (1988-93) (4) Staff Accountant, Deloitte Haskins & Sells (1986-88)	Reviewer - 3	Mentor (1)	Institute of Mgmt Accountants SASB Alliance WA State Society of CPAs Acctg & Fin'l Women's Alliance	WA State Society of CPAs Accounting & Financial Women's Alliance Women's Business Center Family to Family	Advisory Board Member Officer Volunteer Volunteer Consultant/Accountant
Matt Hoag	Yes - Active	None	(1) Senior Associate, KPMG (2003-06)	Reviewer - 10	Advisor (1)	American Accounting Association	Spokane International Academy	Board Member; Treasurer
Sara Kern	Yes - Active	Yes - Fraud Examiner	None	Reviewer - 2	Conf Cmtes (4)	American Accounting Association Spokane Estate Planning Council Constuction Leadership Council WA State Society of CPAs AICPA	Juvenile Diabetes Research Foundation	Accounting Chairperson, Walk to Cure Diabetes
Jillian LaBelle	Yes - Active	None	(1) Tax Consultant, Jess Nicole Interiors (2018-19) (2) Tax Manager, Moss Adams (2012-18)	None	No Add'l	Beta Gamma Sigma AICPA WA State Society of CPAs	American Institute of Certified Public Accountants (AICPA)	Member - Young Member Leadership Committee
Dan Law	Yes - Not Active	None	(1) Senior Accountant, LeMaster & Daniels PLLC (1997-98)	Reviewer - 1	Committee (1) Advisor (1)	Beta Gamma Sigma AICPA WA State Society of CPAs	World Relief Spokane Boy Scouts of America The Church of Jesus Christ of Latter-day Saints	Mentor and Tutor Executive Board Member, Inland NW Council Various Roles
Casey McNellis	Yes - Active	None	(1) Associate, KPMG (2002-03)	Review Board -1 Editor - 1	No Add'l	None	Immaculate Heart Retreat Center Foundation	Trustee
Gary Weber	Yes - Not Active		(1) Chief Financial Officer, The Williamson Group (1985-89) (2) Senior Tax Specialist, KPMG/Deloitte (1981-85)	None	No Add'l	None	None	N/A