

## Curriculum Vita of

### **SANJAY GUPTA**

#### **The Eli & Edythe L. Broad Dean**

Eli Broad College of Business, Michigan State University  
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Sanjay Gupta is the Eli & Edythe L. Broad Dean, the 11<sup>th</sup> dean of the Eli Broad College of Business at Michigan State University. Prior to his current role, he was the Russell Palmer Endowed Professor in Accounting and held positions as the Acting Dean, the Associate Dean for MBA and Professional Masters programs, and Chairperson of the Accounting and Information Systems Department in the Broad College. Prior to returning to MSU in 2007, he received tenure and held several positions in the W. P. Carey School of Business at Arizona State University over a 17-year period, including the first Henry & Horne Professorship in Accountancy, Dean's Council of 100 Distinguished Scholar, and Faculty Director of the Master of Accountancy & Information Systems and the Masters of Taxation programs.

Professor Gupta was selected by the Broad College's Executive MBA Class of 2010 for the Faculty Excellence Award awarded to one faculty each year, and by the Arizona Society of CPAs with the Accounting Education Innovation Award and the Outstanding Educator Award for significant contributions to curricular and co-curricular innovation and development. He was chosen by MSU for the Committee on Institutional Cooperation's (CIC) Academic Leaders Program and the CIC's Department Executive Officers' Seminar.

Professor Gupta's research focuses on corporate and individual tax policy issues. He has written extensively on corporate tax burdens, corporate responses to changes in tax incentives, and the interaction of taxes and financial reporting. He has published in leading tax and accounting journals including the *National Tax Journal*, the *Journal of the American Taxation Association*, *The Accounting Review*, the *Journal of Accounting and Economics*, the *Journal of Law and Economics*, and *Tax Notes*. His research on the political economy of corporate taxation and state corporate tax issues has been cited in the media, court cases, at public policy forums, and has informed the White House's Economic Council staff's analysis of tax policy proposal. Based on downloads and citations of his research, he ranks in the top ten percent of all authors in the Social Science Research Network (SSRN). He has served as an ad hoc reviewer for several leading tax and accounting academic journals and on the editorial board of the *Journal of the American Taxation Association*. His research has also been supported by multiple national-level competitive grants.

Professor Gupta has consulted for the Big 4 public accounting firms, the U.S. Government (Bureau of Economic Affairs; Internal Revenue Service), international consulting firms (Charles River Associates; Equity Methods), and Fortune 500

companies (Motorola; Sempra Energy). He was retained by a state department of revenue to serve as an expert witness in a state corporate income tax revenue matter involving a multi-million dollar dispute. His professional service at the national level includes serving as a Commissioner of the Pathways Commission that examined ways to enhance the opportunities and relevance of accounting education, as a member of the AACSB's Innovations Committee and the Accounting Accreditation Committee (AAC), and has served on the AACSB Accreditation Peer Review Teams for various business schools in the US and overseas. His board service includes, the national board of the nonprofit *buildOn*, the International Advisory Board of the School of Economics & Management of Dalian University of Technology, the International Advisory Committee of Tongji University's School of Economics & Management, and the University of Notre Dame Accounting Advisory Board. At MSU, he serves (has served) on the Executive Board of the Axia Institute, the Demmer Center for Business Transformation, and the MSU-CIBER, on the University Provost Search Committee, and currently serves as the Broad College representative on the Executive Vice President of Administrative Services' Advisory Council and the Associate Provost for Academic Human Resources' Advisory Group. He is also a member of the selection committee of MSU's highest faculty honor, the University Distinguished Professor title. His community service includes serving as an elected member of the Bharatiya Temple of Lansing's Board of Trustees and of the MSU India Council's Board.

Professor Gupta received his Ph.D. from Michigan State University, a Masters of Accountancy from Bowling Green State University, a Bachelor of Laws from Calcutta University in India and a Bachelor of Commerce from University of Mumbai, India. He holds non-practicing certifications as a CPA and member of the Institute of Company Secretaries of India.

## I. ADMINISTRATIVE APPOINTMENTS & ACCOMPLISHMENTS

### A. *The Eli and Edythe L. Broad Dean, July 2015 – present; Acting Dean, July 2014 – June 2015, Eli Broad College of Business, Michigan State University*

- ***Strategic Planning*** –
  - Led the development of a 5-year strategic plan (“Broad 2020”) with a new vision, mission, values and strategic initiatives with metrics and time frames to provide direction for the college and its alignment with MSU’s core values and strategic priorities contained in the “Bolder by Design” framework.
  - Coalesced the College’s focus on becoming a “top of mind business school” by focusing on 3 R’s – enhancing the “Recognition” of the Broad College brand; growing the “Reputation” of our people, including students, faculty and alumni; and increasing the “Rankings” of our programs
  - Achieved several key objectives and goals of Broad 2020 in first three years, resulting in a revision of priorities and initiatives and launch of the second phase of the plan in Fall 2019
  
- ***Capital Campaign*** –
  - Led all College-level activities associated with MSU’s \$1.5 billion “Empower Extraordinary” capital campaign with the goal of meeting and beating the Broad College’s goal of \$136.6 million, including developing the campaign case statement, connecting and meeting with alumni nationally and internationally, presenting proposals for supporting the college priorities, and presenting the priorities at various MSU and Broad College events
  - Raised \$196 million (143 percent of goal) through the close of campaign on December 31, 2018, exceeding goals in each of the four priority areas of focus, including full funding for the Business Pavilion (details below) and support for 16 new named/endowed faculty
  
- ***New Building Project (Minskoff Pavilion)*** – completed the construction of a \$62 million state-of-the-art teaching and learning facility ahead of schedule, under budget and fully funded by donor support. Project activities included: issuing the RFP; running a design competition; selecting architects, construction managers and other contractors; providing the vision and objectives of the project; working with architects to develop building designs; creating and implementing fund-raising campaign; and successfully raising over \$70 million for the project, including the naming gift of \$30 million, the largest single gift in the history of MSU
  
- ***Curricular Initiatives*** –
  - Undergraduate Program:
    - Initiated several program enhancements aimed at impacting the entire Undergraduate Broad student body, including redefined a suite of three required core courses to infuse them with content related to the *Digital Transformation of Business* (Python programming, data analytics, visualization tools, spreadsheet skills); changed program requirements in international business to ensure all students are able to develop a *Global Mindset*; introduced a new required course in *Business Communications* to enhance the emphasis on effective communication skills; introduced new curriculum in *Ethical Leadership* in the business law course which requires each student to take a personal ethical lens inventory to learn where their biases and its implications;

- Led the launch of an *online version of the entire Undergraduate Business core* set of courses and made them accessible to any undergraduate student at MSU, rather than only those whose majors required them
- Launched two new programs in the Finance area: 1) a new minor in *Insurance & Risk Management* that is open to any undergraduate student at MSU; the program has got about 80 students within two years; and 2) launched a program in *Wealth Management & Financial Planning* the curriculum of which has been approved by the CFP board; the program has attracted 40 students in the first year; the program has also attracted \$3 million in support of Plante Moran and Schwab
- Led the efforts to open the Broad College's *Entrepreneurship & Innovation minor* to all undergraduate students at MSU, increasing enrollments from 40 to over 700 students, adding experiential learning opportunities (such as the New Venture Challenge, Innovate State Speaker Series), and getting MSU ranked in the Princeton Top 25 Entrepreneurship programs for the first time
- Graduate Programs:
  - Developed and launched a new year-long *C-suite Speaker Series* as a required course for MBAs that brings about 10 high-profile industry leaders over two semesters to discuss a variety of strategic, operational and leadership challenges;
  - Designed and launched *MD/MBA* and *DO/MBA*, dual degree programs in conjunction with the College of Human Medicine and Osteopathic Medicine
  - Designed the concept of two new Master's degree programs – *MS in Healthcare Management* and *MS in Management Studies* aimed at providing the core business training to STEM graduates; successfully launched the *MS in Healthcare Management* program in January 2019 as a fully online offering and formed an advisory board of highly experienced C-suite representatives of leading healthcare organizations in the region
  - Facilitated the revision of the Full-time MBA program to introduce career-based "*Areas of Interest*" and infuse it with experiential learning opportunities
- **Faculty Research & Scholarship** – launched new initiatives to encourage faculty engagement in externally-funded grants and cross-college collaborative projects, and spread awareness of Broad faculty research
  - Created the *Institute for Business Research (IBR)* led by a senior faculty with most success in securing federal grants and the hiring of a full-time Research Administrator to support discovery of grant opportunities, connecting faculty within and across colleges, facilitating proposal development, submission and administration. IBR has led to increasing grant submissions by over 300 percent in three years and bringing several new faculty to pursue grants
  - Created the *Broad Inter-Collegiate Collaboration Initiative (BICI)* to sponsor "roundtables" on topics of common interest between the Broad College faculty and faculty in other colleges and institutes, including the Colleges of Agriculture & Natural Resources, Education, Engineering, and Human Medicine, the MSU Center for Anti-Counterfeiting and Product Protection, and the Institute of Health Policy. BICI was instrumental in several Broad faculty developing collaborative research projects with faculty throughout the campus

- Launched *BroadX*, a TedX style event in different cities to demystify academic research and make Broad faculty's research accessible and understandable as to how it impacts business, the workplace and daily life. Held first event in March 2019 in Houston with plans to hold two each year in different cities with larger concentrations of alumni and supporters
- ***Outreach & Engagement*** – created several new and expanded initiatives to enhance Broad College's outreach and engagement with different stakeholder groups
  - Broad College Advisory Board – completely revamped the board composition, terms and expectations; raised the stature of the board with C-suite level leaders and business owners; and significantly increased the expectations and financial commitments from board members
  - Executive-in-Residence program – started annual recruitment and onboarding of 2-5 recently retired alumni with extensive senior executive level experience to spend extended periods deeply engaging on specific projects that marry the alumni's background and passion with the College's important needs/gaps; program has resulted in over 10 successful engagements with meaningful impacts
  - MSU/Broad Executive Forums – spearheaded the expansion of the highly successful 50+-year MSU/Broad Detroit Executive Forum to international locations in China and India that has resulted in the first-time development efforts at building Spartan alumni affinity and networks internationally
  - “Broad Connect” – spurred the creation of a web-based tool for mentoring and fostering relationships between current and future Spartan business leaders by leveraging the global Broad College alumni network of nearly 80,000 professionals across different industries, geographies, and experiences. The portal's launch has been highly successful with over 2,000 alumni registrations in two weeks
- ***Diversity, Equity & Inclusion*** -
  - Expanded the *Residential Business Community* to 250 students with an emphasis on increasing the student diversity through recruiting first generation students, students from inner-city schools and international students. The RBC is a “living, learning and leadership” community of business-preference freshmen cohorted into a single dorm and provided extensive co-curricular and extra-curricular programming. In the absence of a Direct Admit to Broad program, the RBC has become a highly sought-after program as over 80 percent of these students have been admitted into the Broad College compared with less than 50 percent of non-RBC students
  - Launched the “Advancing Women in Business” initiative aimed at bringing women leaders to campus each semester to provide insights about career advancement and empowerment, and inspiration on how women can reach their full potential
  - Selected a diverse group of people to be part of the Broad College Leadership Team, with special attention to appointing women as Associate and Assistant Deans, Department Chairperson, and as Program Directors
- ***Other*** – initiated or supported several other initiatives, activities and discussions across the campus and within the college. For example,
  - Management Consulting – launched a new initiative for students with the right motivation and aptitude interested in pursuing careers in management consulting; in collaboration with the Honors College; engaged with alumni in the top

- management consulting firms to understand the selection criteria and process used to identify and select students for their firms
- EMBA program – expanded the EMBA program’s presence by launching a third location for the program in downtown Detroit to establish a greater MSU presence in the city and address the need for developing executive talent
- Centers and Institutes – led the creation of the *Institute for Business Research* to serve as a gateway for joint collaborations for externally-funded research projects; enabled the launch of the *Center for Business and Social Analytics* in collaboration with the Colleges of Social Science, Natural Science and Engineering as current partners and potential for other colleges; helped create a new direction (and new name) for the Midland Institute for Research on Value Chain Creation (*The Axia Institute*); repositioned the *Center for Railway Research and Education* as a college-level center broadly addressing not only executive education but also research across various rail platforms; refocused the strategy and direction of the *Demmer Center for Business Transformation* to deliver value to small and medium sized Michigan businesses
- Online offerings – renegotiated the relationship with the college’s online vendor-partner (Bisk) of our entire portfolio of for-credit programs to obtain a more favorable revenue-sharing arrangement for MSU
- Career Management – combined the Undergraduate and Graduate programs career services functions into a single unit to enhance synergies for recruiters and the Broad College; set goals to make the service operation the best in the Big 10; conceived the idea of a “green and white glove service” to distinguish the Broad College’s career management operation from others; rolled out peer-to-peer mentoring; created a designated resource for international students, including overseas treks to enable internships and full-time job placements
- Marketing and Communication – developed an infrastructure and a strategy to unify the marketing and communications of the Broad College brand, people and programs; developed a suite of one-pagers to summarize programs, initiatives, units that have become models for other colleges

***B. Associate Dean, MBA and Professional Master’s Programs, Eli Broad College of Business, Michigan State University, August 2012 – July 2014***

- ***Strategic direction, recruiting and placement activities*** – developed a strategic focus on increasing the reputation, recognition and rankings of the Broad MBA programs through in-depth benchmarking against peer and aspirant programs, curricular and co-curricular innovations, and building a spirit de corps among the program personnel; successfully implemented a 15 point increase in average GMAT scores of entering full-time MBA class, while maintaining the quantity and quality of the work experience, balance of domestic and international students, and gender diversity; significantly increased the number of six-figure salary placements in the full-time MBA program; led a faculty task force for reevaluation of the strategic direction of the executive-style Weekend MBA program and completed implementation of the task force’s recommendations
  - Key rankings accomplishment for the Full-time MBA program included the following: 2015 U.S. News & World Report – No. 35 nationally, up 8 spots (No. 14 among public universities, up 5 spots); 2014 Financial Times – No. 52 worldwide, up 10 spots (No. 27 among US universities); 2014 Forbes ranking based on return on investment (ROI) – top 25 overall, 2<sup>nd</sup> fastest payback period of 3.3 years nationally (fastest in the Big 10)

- Key career placement statistics and rankings include the following: for the 2013 Class of Full-time MBA program – 93% accepted placements within 90 days of graduation, with average starting salary + bonus of over \$100,000; the latest *Financial Times* ranking for executive MBA programs ranked Broad’s Weekend MBA program #2 in the U.S. and #15 worldwide for the career progress graduates made and the Broad Full-time MBA program in the top four in the world in placement success
- ***Curricular and Co-curricular activities*** – introduced several innovations in the Full-time MBA program, including the design and delivery of four experiential learning modules known as “BroadWeeks” on the themes of teamwork and collaboration, globalization and international business, entrepreneurship and innovation, and leadership; secured participation of several alumni and corporate supporters; launched the first-time delivery of a course on career management; focused on developing programs of study for students interested in a focus on entrepreneurship, consulting or international business; initiated in-depth interactions with several employers to identify and strengthen the desired skill-set in students; energized various activities to enhance the student experience, including the development of social action/impact projects in both full-time and Executive MBA programs. Other initiatives involving the MBA and MS programs include
  - Facilitated the launch of two new masters programs – MS in Business Analytics and a fully online MS in Management Strategy & Leadership
  - Worked on the design of a new MS in International Business program aimed at students with no formal business education but experience working for businesses with international transactions and a new cross-college MS in Entrepreneurship & Technology aimed at students with technical backgrounds looking to start their own businesses or develop their technologies within established businesses
  - Creating new options in the executive-style Weekend MBA, including a “global business” option to significantly augment students’ understanding and experience with international business issues across geographies and cultures
- ***Marketing and Branding initiatives*** – led interactions with outside consultants on developing a unique and authentic representation of the Broad College for the first-time strategic marketing and branding initiatives launched to enhance the college’s visibility and improve the pool of applicants for all of the college’s graduate programs; led the hiring of a senior director of marketing and communications for the college, set the roadmap for the initial activities and identified markers for measuring success; engaged and directed technology consultants and outside vendors for a complete revamping of the college and unit websites, including search engine optimization strategies, banner ad buys and placements; facilitated efforts to create new digital and print content for the marketing of various Broad College’s graduate programs
- ***Fund-raising, Development and Alumni Relations*** – led efforts to reengage the business college’s namesake, Mr. Eli Broad, in the college and especially in the MBA program, including doing a talk-show/town-hall format interview and Q&A with 300+ students and guests in attendance including the university president and CBS’ 60 Minutes reporters, facilitating a personal welcome to the incoming MBA class, and on-going efforts to develop case studies featuring the two Fortune 500 companies he founded; made presentations at several alumni events throughout the country to connect and engage alumni and supporters. Some of the key fund-raising activities and successes include:
  - ***Graduate Pavilion Project (\$60 million estimated project cost)***: leading the Broad College efforts to build a new facility to house all of the college’s graduate

programs, including working with MSU's Office of Facilities Planning and Space Management and outside architectural consultants to develop preliminary architectural renderings of space requirements and perform benchmarking study of comparable facilities, and MSU's University Advancement and Development to identify and develop a fund-raising plan; initial plans are for a \$60 million facility centered on student learning, equipped with state-of-the-art technology and spaces for teamwork and collaboration, social interaction, program support and career services; all of the monies are to be raised privately with a lead gift close to 50% of the project cost being currently finalized

- *Estate commitments*: led efforts to secure estate commitments totaling nearly \$3 million for future support of the Broad MBA program
- ***Assurance of Learning and Administration of all Masters' Programs*** – reexamining and coordinating the assurance of learning goals, metrics and data across all masters programs; leading the improvements in administrative processes across all of the college's masters programs to bring synergy in various functions, improved student outcomes and higher motivation of the program staff
- ***Facilities Upgrades and Renovations*** – led efforts to significantly update facilities used by MBA students and build MSU-Broad branding, including a major makeover of the student lounge with a prominent display of student-signed MBA Honor Code, renovations of the lobby and offices of the MBA suite, update of team rooms, and supported the renovation of the large classrooms for core courses and small classrooms for electives. Other ongoing initiatives include repurposing the team and computer labs, significantly enhancing MSU-Broad brand recognition in all common spaces, prominent display of faculty and student interactions, recognitions and successes

**C. Chair, Department of Accounting & Information Systems, Eli Broad College of Business, Michigan State University, July 2007 – July 2012**

(These accomplishments are the result of the involvement, commitment and participation of many faculty, staff and students)

- ***Curricular and co-curricular initiatives*** – launched and completed several curricular and extra-curricular initiatives spanning the undergraduate, Masters and doctoral programs
  - ***Undergraduate program***: secured a competitive grant to infuse the entire accounting undergraduate program with international accounting content – several case studies have been developed and are being implemented in various courses; commenced the use of a practice set and instituted the coordination of all intermediate accounting sections to ensure standardization of content, rigor, testing and grading; infused greater spreadsheet skills, including Excel-based case studies in the accounting principles courses; launched an experiential study abroad course focused on global issues with on-campus coursework in international accounting, business and taxation followed by visits to leading companies in the largest industries in Chile and Argentina
  - ***IT Specialization***: led the revitalization of the Information Technology specialization, a three college (Business, Com-Arts/Telecom and Engineering) collaborative effort, by reexamining all facets of the specialization, including student recruiting, curriculum, and placement; convened several meetings of faculty, department chairs, career placement and student advisors from all three colleges together with representatives of major local and national recruiters to discuss curriculum, knowledge base and skills required in students and to assess employer needs and demands; modified curriculum, including creation of a fee-based model for the capstone project course involving local businesses and



- nonprofits; led to the doubling of student enrollment in the specialization from about 80 to about 160 in two years, and strong job placements of graduates
- MS in Accounting program: strengthened the content and expanded offerings of several courses including financial statement analysis, international accounting, and communication and leadership skills; conducted in-depth review of entire curriculum for reassessing assurance of learning objectives, goals, and metrics; proposed and successfully implemented the addition of an international cohort complete with an intensive onboarding process for curricular learning and acculturation under a new budget model that will keep 75% of tuition dollars within the college; created a “student activity board” charged with organizing community service activities (the MS students now host and manage all aspects of the day-long Special Olympics of Michigan’s annual basketball event at the MSU campus that brings about 1,000 people to campus) and extra-curricular events aimed at building community within the large student body; initiated a mentor-mentee program aimed at easing the acculturation of international students; initiated a professional speaker series with corporate funding support
- MBA and MS in Business Analytics: Engaged in implementing a major revision of the full-time MBA program and the launch of a new cross-college MS in Business Analytics program with corporate ties to IBM and General Motors
- Doctoral program: revitalized all aspects of the accounting doctoral program, including doubling program size, significantly increasing faculty-student research collaborations leading to near 100% of students presenting papers at respected national conferences, and reduction in attrition rates and time-to-completion; significantly improved the caliber of incoming students through the use of innovative recruiting processes now used as models in the college; led the creation of a bootcamp/orientation for research methods and theories; increased financial support for student stipends, travel to conferences and overall program support; significantly improved number of peer-or-better school placements;
  - *50+ Year Celebration Event*: conceived, developed and led the 50+ year celebration event of the MSU Accounting Doctoral Program that brought back to campus doctoral graduates from all five decades, with launch of an endowment to fund the long-term needs of the program
- ***Faculty recruitment, development and retention*** – successfully led the recruitment of three new doctorally-qualified tenure-track faculty from other Big-10 schools and two doctorally-qualified non-tenure-track faculty; supported the change in recruiting practices based on university-level training received on best recruiting practices; oversaw the successful promotion and tenure of two junior faculty, the creation of a new endowed professorship, the successful nomination of two faculty for the University Distinguished Faculty award (the highest faculty recognition at MSU), the successful nomination of two faculty for the Withrow Emerging Scholar and Withrow Teacher-Scholar awards (the highest college-wide awards for Broad College faculty), and the successful nomination of two faculty for the Deloitte CFO Scholars’ program
- ***Research-related initiatives*** – fostered the creation of the Promising Scholars Program (PSP) aimed at showcasing academic career paths to academically strong MBA and MS in Accounting students with a full day of activities that include an orientation session with faculty, participation at a research workshop, and meetings with doctoral students; supported a departmental “brown-bag” series aimed at providing a forum for faculty and doctoral students to get early feedback on research projects – the activity in this series now parallels the workshop series

- ***Students' achievements*** – successfully nominated three students in a row for the highly prestigious and selective FASB Post-graduate Technical Assistant program; fostered active participation in case competitions with successful outcomes (e.g., 13-15 student teams have participated in PwC's xTax competition; MSU student team won first place at the 2009 Deloitte National Case Study Competition); secured the highest number of MACPA scholarships for MSU students in the entire state
- ***Diversity initiatives*** – supported and expanded several initiatives aimed at enhancing student diversity in all programs, in particular building a partnership with an HBCU to recruit their top undergraduate students into our MS program with a full financial support (about \$25,000 per student) and appoint them as TA's in the accounting principles courses to maximize their impact as role models for other students beginning their journey as accounting majors; collaborated with the Multicultural Business Program on several initiatives, including a special tutoring program, participation in the NABA leadership conference, and the Multicultural Heroes program; actively sought and secured funding from donors for some of these initiatives
- ***Executive Development Programs*** – led the process of creating a suite of course offerings in accounting and information systems for open enrollment and custom executive development programs, with the first set of courses recently launched in fall 2011; participated in delivering a new Business of Music program aimed at students in the School of Music desiring to launch independent careers
- ***Accreditation and Program Review***
  - ***AACSB reaccreditation*** – led efforts for the successful reaccreditation of the accounting programs, including preparation of the five-yearly report and supporting documents presenting all dimensions of activities within the department related to curricular programs, faculty sufficiency and assurance of learning goals and measures; responded to peer team's report; coordinated with college for the team visit
  - ***University Academic Program Review*** – led the preparation of the department report to meet the newly created APR at the university level of each department once every seven years; our department was only the second in the college to undergo this review and so our report is to be used as a prototype to be followed by other departments.
- ***Fund-raising, development and alumni relations*** – led the efforts to raise in cash and pledges nearly \$2.5 million in new commitments for the department (including \$1 million for the Al Arens Teaching Excellence Fund that provides support for teaching assistants in the accounting principles courses; \$500,000 for support of student assistants and other department needs; two separate \$250,000 commitments for a total of \$500,000 to support two faculty fellowships, the department's workshop series and student scholarships); completed funding of a \$1.5 million endowed faculty chair (with \$1.25 million raised during my tenure); continued to raise \$500,000 to \$600,000 in average contributions each year for general department use besides the new commitments. I have also spent considerable time renewing existing alumni relations and cultivating new ones by visiting alumni in various cities around the country (e.g., southeast Michigan, Chicago, Houston, San Francisco, Naples-Orlando area, Denver, Boston, Los Angeles, New York, etc.), some with university or college development officers and some without

***D. Faculty Director/Advisor, Master of Accountancy & Information Systems (MAIS), 2003-2007 and Master of Taxation (MTax) Programs, 1998-2007, W.P. Carey School of Business, Arizona State University 2003-2007***

(Responsibilities for both programs were similar to those described below for the MTax program)

*Master of Taxation (MTax) Program, Director/Faculty Advisor, 1998-2007*

- Undertook complete overhaul of the program that resulted in salvaging it from being discontinued because of low enrollments and lower graduation rates, outdated curriculum, lack of faculty engagement, lackluster placements
- Planned and designed a complete refresh of the curriculum, including developing and teaching four new courses (Taxes & Business Strategy, Current Issues in Tax Policy, State & Local Taxation, Special Topics in Taxation), and helping redesign two other courses (Family Tax Planning and Tax Research); the Special Topics course involved participation of senior tax professionals from public accounting, industry and government that led to a no-cost, cutting-edge, multi-topic coverage beyond the skill-set or knowledge base of the faculty and led to very high student interest and satisfaction with the program resulting in significantly higher enrollments and placements
- Organized a MTax Advisory Board comprising of the senior tax partners of the former Big-5 and several local firms and representatives from industry to guide the development of the program's strategic goals and help in their implementation; led several meetings with the Board in which the attendance has been nearly 100 percent each time
- Organized the "Bridge Internship" program for ASU undergraduate students with a tie-in to the MTax program (i.e., internships were awarded to students who committed to entering the MTax program); activities included advertising the opportunity to students, coordinating CPA firm representatives and student schedules, and follow-up meetings with students and firms; program has been highly successful with nearly 60 students having received internships and this program being used as a prototype for other internship programs in the School
- Organized presentations by a panel of tax professionals on "Careers in Taxation and the ASU MTax Program;" the panel consisted of 5-6 professionals, representing the former Big-5, regional and local firms, the IRS, and industry, with panel members ranging in experience from associate to partner/director; these presentations made to several undergraduate classes explicitly discussed the different career paths possible in tax, the time-in-rank, compensation at each level, and other life-style issues; also made presentations to the School's Professional Advisory Board and the faculty retreat.

## II. GENERAL INFORMATION

### Education

Doctor of Philosophy, Michigan State University, May 1990  
*Dissertation: "Determinants of the Choice between Comprehensive and Partial Income Tax Allocation: The Case of Domestic International Sales Corporations"*  
– paper published in *The Accounting Review* (1995)  
Master of Accountancy, Bowling Green State University, August 1982  
Bachelor of Laws (LL.B./J.D.), Calcutta University, January 1981  
Bachelor of Commerce, University of Bombay (Mumbai), August 1977

### Professional Certifications

Certified Public Accountant (Ohio, not active)  
Associate Member, Institute of Company Secretaries of India (not active) – ranked 1<sup>st</sup> in Eastern Region of India, securing the Gold Medal award

### Employment

Michigan State University, Russell E. Palmer Endowed Professor &  
Acting Dean, July 2014 - present  
Associate Dean, MBA and Professional Master's Programs, 2012 - 2014  
Chair, Department of Accounting & Information Systems, 2007 - 2012  
Arizona State University, Henry & Horne Professor, 2005 - 2007  
Professor, 2002 to 2007  
Associate Professor, 1996 - 2002  
Assistant Professor, 1990 - 1996  
KPMG, LLP, Consultant, State and Local Tax group, 1997 - 1998 (sabbatical)  
Michigan State University, Graduate Assistant, 1984 - 1989  
The University of Toledo, Instructor, 1982 - 1984  
Andray & Associates, CPAs, Associate, 1982 - 1984  
Bowling Green State University, Graduate Assistant, 1981 - 1982  
Brooke Bond (India) Ltd., Student Intern, Summer 1981  
Consulting, 1978 - 1981  
M/s Singh & Verma, Advocates & Tax Consultants, Associate, 1977 - 1978

## III. APPOINTMENTS, HONORS AND RECOGNITIONS

### Special Invitations, Visiting Faculty and Other Appointments

*Vienna University of Economics and Business Administration's Institute for Austrian and International Taxation*, PwC Guest Professor, Summer 2012

*State Luncheons honoring His Excellency the Prime Minister of India, Dr. Manmohan Singh*: Invited and attended the luncheons hosted by Secretary of State Hillary Clinton and Vice President Joe Biden at the ceremonial receiving rooms of the U.S. State Department (November 2009); and by Secretary of State Condoleezza Rice (July 2005)

*Copenhagen Business School*, Visiting Professor, Summer 2006

*Vienna University of Economics and Business Administration's Institute for Austrian and International Taxation*, Guest Professor, Summer 2006

*Financial Executives Institute (FEI), 2004-2006:* Appointed to the Academic Advisory Panel to advise on research projects to be pursued by the Institute and its membership. FEI is the largest organization of corporate executives devoted to financial matters.

*Leventhal School of Accounting, Marshall School of Business, University of Southern California, Visiting Professor, Spring 1998*

### **National & State-level Grants, Honors and Awards**

*PricewaterhouseCoopers INquires Grant Program (\$10,000), Spring 2011,* to “Enhance the two day program designed to attract HBCU students into the MSU graduate accounting program.” Enhancements will include revised content and activities involving PwC, updated promotional collateral and information on the department website and a dinner with other minority students interested in accounting

*PricewaterhouseCoopers IFRS Ready Grant Program (PI, \$50,000), 2010-11,* for “Integrating IFRS into the Accounting and Information Systems Programs at Michigan State University”

*PricewaterhouseCoopers INquires Grant Program (\$35,000), Summer 2008,* for “The Corporate and Stock Market Response to the FAS 109 Component of the Michigan Business Tax,” (with Ed Outslay and Mike Hopwood)

*Arizona Society of CPA’s Outstanding Educator/Teacher Award, 2004:* This annual award is given to one accounting faculty in the entire state

*Arizona Society of CPA’s Foundation for Education and Innovation’s 2000 Education Innovation Award* for “The Resuscitation and Revitalization of Arizona State University’s Master of Taxation Program”

*Ernst & Young Tax Research Grant Program (\$25,000), July 1996* for “The R&D Tax Credit: New Evidence on the Incentive Effects of Tax and Non-Tax Factors,” (with Karen A. Smith) – paper published in the *National Tax Journal* (2011)

*Price Waterhouse Fellowship in Taxation (\$25,000), Fall 1993:* One of two fellowships awarded nationally each year to untenured tax accounting faculty

*Ernst & Young Tax Research Grant Program (\$35,000), July 1991,* for “A Comparative Study of the Characteristics of Nonfilers: Evidence from the Michigan Amnesty Program,” (with James C. Young and Charles W. Christian) – paper published in the *National Tax Journal* (2002)

*IRS Taxpayer Compliance Measurement Program (TCMP) Grant Program* (access to audited tax return data), February 1991, for “An Empirical Test of the Link between Secondary and Primary Evasion by Individuals,” (with Charles W. Christian)

*Institute of Company Secretaries of India (ICSI) Gold Medal Award, 1981,* for securing highest marks (1<sup>st</sup> rank) on the national ICSI final exams in the entire Eastern Region of India.

## University-level Grants, Honors and Awards

### Michigan State University (MSU)

*The Eli and Edythe L. Broad Dean*, July 2015 to present

*Russell E. Palmer Endowed Professor of Accounting*, July 2007 to June 2015

*Committee on Institutional Cooperation (CIC) – Academic Leadership Program (ALP) Fellow*, 2009-2010: One of six academic leaders selected from MSU to participate in an intensive year-long professional development program to develop leadership and managerial skills for university administration

*Committee on Institutional Cooperation (CIC) – Department Executive Officers' (DEO) Seminar*, Chicago, IL (February 2009): One of five department chairs (directors) selected from MSU at this leadership development seminar

*Faculty Excellence Award* from the Executive MBA Class of 2010 based on student vote on “the faculty who made the greatest impact on their Executive MBA experience”

### Arizona State University (ASU)

*Henry & Horne Professor of Accounting*, W. P. Carey School of Business, 2005 to June 2007: first holder of the newly instituted professorship within the department

*Dean's Council of 100 Distinguished Scholar*, 2004 to June 2007: This distinction is awarded to select ASU's W. P. Carey School of Business faculty who demonstrate high levels of scholarship in both research and teaching throughout their careers. The School awards this title to typically about 12 out of over 150 faculty

*Joan and David Lincoln Grant for Ethics*, Summer 2002: These grants were awarded for integrating ethics in the MBA curriculum; our grant was for the core financial accounting course (ACC 502) (with Jim Boatsman)

*Arizona State University's W. P. Carey School (College) of Business Research Grants*, Summer 1996, 1997, 1998, 1999, 2000, 2001, 2002 (amount varied between \$8,000 and \$12,000): These grants were awarded each year on a highly competitive basis by an elected College-wide committee to a select number of faculty based on research proposals submitted and previous success in publishing research

- Several of the published papers listed under “Research” in the next section, were developed from the grant proposals submitted under this program.

*Arizona State University's Faculty Grant-in-Aid Program*, Summer 1990, 1992, 1993 (\$3,675 each year): These grants were awarded each year to junior faculty on a highly competitive basis by a University-wide committee to a select number of faculty based on research proposals submitted and the promise of potential publication

- Each of the three grants resulted in published papers listed under “Research” in the next section.

### **Press and Other Citations (from 2005 onwards)**

- U.S. News & World Report, March 2014: Quoted in an article on the rising popularity of masters programs
- Sunlight Foundation Blog, November 11, 2011: “Companies that lobby more on taxes pay less in taxes” (basing the entire analysis on the Gupta-Newberry (1997) effective tax rate definition and methodology)
- Harvard Law School Forum on Corporate Governance and Financial Regulation, July 17, 2009: “Special Purpose Vehicles”
- WILS Radio Station, Lansing, Michigan: several interviews on tax issues and developments, 2008-09
- Michigan State University, *MSU News*: “Faculty Conversation,” February 20, 2009
- *Amicus* Brief filed In the U.S. Supreme Court by Council on State Taxation, National Association of Manufacturers, and National Marine Manufacturers Association on May 8, 2007: The brief supporting the physical presence nexus rule cited Gupta & Mills’ study “How Do Differences in State Corporate Income Tax Systems Affect Compliance Cost Burdens?” *National Tax Journal*, June 2003
- “Corporate Tax Collection is Up, At Least for Now,” *The Arizona Republic*, September 3, 2006
- “Congress: Your Best ROI,” *CFO Magazine*, April 1, 2006
- “Stock Grants Taking Place of Stock Options,” *The Arizona Republic*, February 24, 2006
- “ASU Professor Advises about Tax Strategy,” *The Arizona Republic*, August 24, 2003
- *Knowledge@WPCarey* (<http://knowledge.wpcarey.asu.edu>) – various issues
  - “Surprising Jump in Tax Revenues: Will It Last?” September 2006
  - “Tax Amnesties: Revenue Drivers or Duds?” March 2006
  - “A Little Goes a Long Way for Corporate PAC Contributors,” February 2006
  - “Voters Assess Priorities and Kill Spending Limits, Anti-Tax Initiatives,” December 2005
  - “Taxing Only Corporate Sales: Boon or Boondoggle for State Economies?” September 2005
  - “Ephemeral Boon: State Coffers Swell with Irregular Capital Gains,” August 2005
  - “Tax-Break Incentives for Business Seldom Pay Off,” May 2005

## **IV. RESEARCH**

### **Refereed Publications (all publications are in refereed journals; except where noted, authors listed in alphabetical order for equal contributions)**

1. “Perceptions and Realities of Average Tax Rates in the Federal Income Tax: Evidence from Michigan,” *National Tax Journal* 71(2), June 2018, pp. 263-294 (with Charles Ballard).
2. “The Incentive Effects of R&D Tax Credits: Empirical Evidence from an Emerging Economy,” *The Journal of Contemporary Accounting and Economics* 13(1), April 2017, pp. 52-68 (with Ming-Chin Chen)
3. “Do Firms Use Tax Reserves to Meet Analysts’ Forecasts? Evidence from the Pre- and Post-FIN 48 Periods,” *Contemporary Accounting Research* 33(3), Fall 2016, pp. 1044-1074 (with Rick C. Laux and Daniel P. Lynch)

4. "The Effects of Changes in State Tax Enforcement on Corporate Income Tax Collections," *The Journal of the American Taxation Association* 38(1), Spring 2016, pp. 125-143 (with Daniel P. Lynch)
5. "The Effect of Mandatory Financial Statement Disclosures of Tax Uncertainty on Tax Reporting and Collections: The Case of FIN 48 and Multistate Tax Avoidance," *The Journal of the American Taxation Association* 36(2), Fall 2014, pp. 203-229 (with Lillian F. Mills and Erin Towery); [previously circulated as "FIN 48 and multistate tax uncertainty"]. **Winner of the 2015 Journal of the American Taxation Association Outstanding Paper Award.**
6. "Structural Change in the Research and Experimentation Tax Credit: Success or Failure?" *National Tax Journal* 64(2), June 2011, pp. 285-322 (with Yuhchang Hwang and Andrew Schmidt)
7. "An Empirical Investigation of the Effect of Imputation Credits on Remittance of Overseas Dividends," *Journal of Contemporary Accounting & Economics* 7(1), June 2011, pp. 18-30 (with Ming-Chin Chen)
8. "Special Purpose Entities: Empirical Evidence on Determinants and Earnings Management," *The Accounting Review* 84(6), November 2009, pp. 1833-1876 (with Mei Feng and Jeff Gramlich)
9. "Empirical Evidence on the Revenue Effects of State Corporate Income Tax Policies," *National Tax Journal* 62(2), June 2009, pp. 237-267 (Lead Author; co-authored with Jared Moore, Jeffrey Gramlich, Mary Ann Hofmann)
10. "Tax Compliance Costs for Companies – National Report from the United States," (with Joann Martens-Weiner). In *Tax Compliance Costs for Companies in an Enlarged European Community*, Michael Lang, et al., editors, Wolters Kluwer International, Netherlands, 2006/2008
11. "How do Differences in State Corporate Income Tax Systems Affect Compliance Cost Burdens?" *National Tax Journal* 56(2), June 2003, pp. 355-371 (with Lillian F. Mills)
  - a. Paper cited in an *Amicus* Brief filed in the U.S. Supreme Court by Council on State Taxation, National Association of Manufacturers, and National Marine Manufacturers Association on May 8, 2007, supporting the physical presence nexus rule
12. "Rent-Seeking by Agents of the Firm," *Journal of Law and Economics* 46(1), April 2003, pp. 253-268 (with Charles W. Swenson)
13. "The Effect of State Income Tax Apportionment and Tax Incentives on New Capital Expenditures," *The Journal of the American Taxation Association* 25 (Supplement), 2003, pp. 1-25 (with Mary Ann Hofmann)
  - a. Paper listed on the Social Science Research Network's (SSRN) Top Ten Download list for journal/topic "Tax Law: Tax Law & Policy's" All Time Hits
14. "Evidence on Subsequent Filing from the State of Michigan's Income Tax Amnesty," *National Tax Journal* 55(4), December 2002, pp. 703-721 (with Charles W. Christian and James C. Young)



15. "Corporate Multistate Tax Planning: Benefits of Multiple Jurisdictions," *Journal of Accounting and Economics* 33(1), 2002, pp. 117-139 (with Lillian F. Mills)
16. "New Evidence on Participation in Individual Retirement Accounts (IRAs)," *The Journal of the American Taxation Association* 20(2), Fall 1998, pp. 57-82 (with Peter J. Frischmann and Gary J. Weber)
17. "Taxing the Environment," *Tax Notes* 74(11), 1997, pp. 1451-1458; with Howard Shanker (Attorney, Phoenix). Also published in *Environmental Law Reporter* 27(4), 1997, pp. 10165-10171
  - a. This paper was the basis of an invited presentation at a special research forum of the State of California Bar Association's Tax Section's 1997 Annual Meeting
18. "Determinants of the Variability in Corporate Effective Tax Rates: Evidence from Longitudinal Data," *Journal of Accounting and Public Policy* 16(1), 1997, pp. 1-34 (with Kaye J. Newberry)
19. "Taxes and Corporate Charity: Empirical Evidence from Micro-Level Panel Data," *National Tax Journal* 49(2), 1996, pp. 193-213 (with James R. Boatsman)
20. "An Evaluation of Communication Barriers between Tax Practitioners and Their Clients," *Journal of Education for Business* 71(3), 1996, pp. 157-161 (with Steven P. Golen and Michael A. O'Dell)
21. "Identifying Communication Barriers between Tax Practitioners and IRS Agents," *Journal of Business and Technical Communication* 9(3), July 1995, pp. 321-40 (with Steven P. Golen and Michael A. O'Dell)
  - a. This paper was nominated for the Alpha Kappa Psi Foundation Award for the "Distinguished Publication on Business Communication"
22. "Determinants of the Choice between Comprehensive and Partial Income Tax Allocation: The Case of Domestic International Sales Corporations," *The Accounting Review* 70(3), June 1995, pp. 489-511
23. "The Relation between the Use of Tax Preparers and Taxpayers' Prepayment Position," *The Journal of the American Taxation Association* 16(1), Spring 1994, pp. 17-40 (with Charles W. Christian, Gary J. Weber, and Eugene Willis)
24. "Determinants of Tax Preparer Usage: A Panel Data Approach," *National Tax Journal* 46(4), December 1993, pp. 487-503 (with Charles W. Christian and Suming Lin)
25. "New Evidence on 'Secondary Evasion'," *The Journal of the American Taxation Association* 15(1), Spring 1993, pp. 72-93 (with Charles W. Christian)
26. "Corporate Average Effective Tax Rates after the Tax Reform Act of 1986," *Tax Notes* 55(5), 1992, pp. 689-702 (with Kaye J. Newberry)
  - a. This paper was the basis of phone conversations with the White House's Economic Council staff engaged in analyzing current tax policy proposals; additional confidential analysis per their request was performed and sent.

**Working Papers (most available at <http://ssrn.com/author=236588>)**

- “Does tax management play a role in sustaining a competitive advantage?” October 2016 (with Robert Gary, University of New Mexico and Bill Terando, Butler University)

**Other Publications**

Textbooks and Teaching Materials

*State and Local Taxation: Principles and Planning* (with Charles W. Swenson, University of Southern California; John Karayan, California State University; and Joe Neff, PricewaterhouseCoopers), J. Ross Publications, 2003: Textbook materials aimed at a graduate-level course in state and local taxation

*Advanced Taxation: Update 2000*. West Federal Taxation, South-Western Publishing: Cincinnati, Ohio, 2000.

Invited Book Reviews

Review of *Taxing Ourselves: A Citizen's Guide to the Great Debate Over Tax Reform*, by Joel Slemrod and Jon Bakija (Cambridge, MA: The MIT Press, 1996, pp. 299) in *The Journal of the American Taxation Association*, 19(2), 1997, 89-91

Review of *Who Bears the Lifetime Tax Burden?* By Don Fullerton and Diane Lim Rogers (Washington, DC: The Brookings Institution, 1993, 246 pages) in *The Journal of the American Taxation Association*, 16(2), 1994, 146-147.

**Invited Conference/Workshop Presentations of my Research (1995 to present; some papers presented by co-authors)**

*Journal of Contemporary Accounting and Economics Symposium*, Kuala Lumpur, Malaysia, January 2015: “The Incentive Effects of R&D Tax Credits: Empirical Evidence from an Emerging Economy”

*National Tax Association's Annual Conference*, Albuquerque, NM, November 2014: “Does Tax Management Play a Role In Sustaining a Competitive Advantage?”

*American Accounting Association's 2013 Annual Meeting*, Anaheim, CA, August 2013: “The Effects of Changes in State Tax Enforcement on Corporate Income Tax Collections”

*National Tax Association's Annual Conference*, Providence, RI, November 2012: “The Effects of Changes in State Tax Enforcement on Corporate Income Tax Collections”

*Multistate Tax Commission's 2012 Annual Meeting*, Grand Rapids, MI, August 2012: “Tax Avoidance of Multistate Businesses: The Impact of FIN 48”

*American Taxation Association's Mid-Year Meeting*, February 2012: “The Effects of Changes in State Tax Enforcement on Corporate Income Tax Collections”

*American Accounting Association's 2011 Annual Meeting*, Denver, CO, August 2011: “Do Firms Use Tax Cushion Reversals to Meet Earnings Targets? Evidence from Pre- and Post-FIN 48”

*American Taxation Association's Doctoral Consortium*, February 2011: "State & Local Taxation: Extant Research and Future Agenda"

*Journal of Contemporary Accounting and Economics Symposium*, Hong Kong, January 2011: "An Empirical Investigation of the Effect of Imputation Credits on Remittance of Overseas Dividends"

*National Tax Association's Annual Conference*, Denver, CO, November 2009: "The Incentive Effects of R&D Tax Credits: Empirical Evidence from an Emerging Economy"

*University of Illinois Tax Symposium*, Chicago, IL, October 2009: "Did FIN 48 Arrest the Trend in Multistate Tax Avoidance?"

*Federation of Tax Administrators' Tax Research and Revenue Estimation Conference*, Portland, ME, September 2008:

- "Empirical Evidence on the Revenue Effects of State Corporate Income Tax Accounting Policies"
- "Did FIN48 Arrest the Trend in Multistate Tax Avoidance?"

*American Taxation Association's Mid-Year Meeting*, Memphis, TN, February 2008: Panelist for the session "Beyond the Federal Income Tax"

*National Tax Association's Annual Conference*, Columbus, OH, November 2007: "The Sales Apportionment Factor Weight: Revenue Effects Over Short and Long Term Time Horizons"

*American Accounting Association's 2007 Annual Meeting*, San Antonio, TX, August 2007:

- "Do Firms Use Tax Cushion Reversals to Meet Earnings Targets?"
- "Shareholder Taxes and Corporate Philanthropy"

*Vienna University of Economics and Business Administration's Institute for Austrian & International Tax Law and the European Union – Jean Monnet Conference on "Tax Compliance Costs for Companies in an Enlarged European Community"*, Rust, Austria, July 2006: "Formula Apportionment: The U.S. Experience"

*American Accounting Association's 2005 Annual Meeting*, San Francisco, CA, August 2005:

- "Off-Balance Sheet Entities: What Motivates Firms to Sponsor them and how Sponsorship Impacts Leverage, Total Accruals, and Return on Equity"
- "The Incentive Effects of R&D Tax Credits: Empirical Evidence from an Emerging Economy"
- "The Revenue Effects of State Corporate Income Tax Accounting Choices"

*Federation of Tax Administrators' Tax Research and Revenue Estimation Conference*, Burlington, VT, September 2004: "State Corporate Income Tax Apportionment Policy: Lessons Learned"

*American Accounting Association's 2004 Annual Meeting*, Orlando, FL, August 2004: "R&D Spending Fools? Evidence on the Incentive Effects of the R&D Tax Credit after the Omnibus Budget Reconciliation Act of 1989"

*Multistate Tax Commission's 2003 Annual Meeting*, Salt Lake City, UT, July 2003: "Effects of State Corporate Income Tax Policy: Lessons Learned"

*American Taxation Association's 2003 Journal of the American Taxation Association Conference*, Tampa, FL, February 2003: "The Effect of State Income Tax Apportionment and Tax Incentives on New Capital Expenditures"

*American Accounting Association's 2002 Annual Meeting*, San Antonio, TX, August 2002: "The Effect of State Income Tax Apportionment and Tax Incentives on New Capital Expenditures"

*National Tax Association's Annual Conference*, Baltimore, MD, November 2001: "The Effect of State Income Tax Apportionment and Tax Incentives on New Capital Expenditures"

*Arizona State University - University of Arizona Interchange*, Tucson, AZ, October 1998: "New Evidence on Implicit Taxes in the Corporate Sector"

*International Conference on Contemporary Accounting Issues (ICCAI) sponsored by National Chengchi University*, Taipei, July 1998: "Determinants of Corporate Effective Tax Rates: A Simultaneous Equations Approach"

*The State Bar of California (Taxation Section) Annual Meeting*, San Francisco, CA, November 1997: "Taxing the Environment"

Workshop Presentations at:

*Boston College*, Boston, MA, October 2011

*University of Houston*, Houston, TX, November 2010

*York University*, Toronto, Canada, March 2010

*University of Kentucky*, Lexington, KY, November 2009

*National Chengchi University*, Taipei, Taiwan, June 2008

*University of Wisconsin*, Madison, WI, February 2006

*University of Connecticut*, Storrs, CT, November 2005

*Texas A&M University*, College Station, TX, September 2005

*University of Southern Maine*, Portland, ME (The L.L. Bean/Lee Surace Distinguished Lecture), September 2004

*Hong Kong Polytechnic University*, Hong Kong, December 2003

*City University of Hong Kong*, Hong Kong, December 2003

*University of Oregon*, Eugene, OR, May 2002

*University of Florida*, Gainesville, FL, October 2001

*University of California at Los Angeles (UCLA)*, Los Angeles, CA, March 2001

*University of Texas*, Austin, TX, November 1996

*University of Tennessee*, Knoxville, TN, November 1995

*University of North Texas Accounting Symposium*, Denton, TX, March 1995

*University of Illinois*, Urbana-Champaign, IL, February 1995

## V. TEACHING

### **Courses Taught/Developed at Michigan State University**

#### Graduate (PhD, MBA)

- MBA 845 (Fall 2013): *Integrative Action Projects* “BroadWeeks” (Full-time MBA)
- MBA 843 (Fall 2013): *Career Management* (Full-time MBA)
- ACC 950 (Spring 2012): *Seminar in Empirical Accounting Research* (Doctoral Program)
- EMBA 890 (Fall 2010): *Taxes & Business Strategy and Tax Policy* (Executive MBA)
- EMBA 802 (Fall 2009): *Accounting & Financial Concepts* (Executive MBA)
- ACC 890 (Spring 2010, Spring 2011): *Accounting and Financial Reporting in the Global Economy* (MS in Accounting; co-led the development of a unique Study Abroad course – first graduate-level “study abroad” course in the MS program involving experiential interaction with businesses in Argentina and Chile)

### **Courses Taught at Arizona State University**

#### Graduate (PhD, MBA, Master of Taxation (MTax) and Master of Accountancy & IS (MAIS) Programs)

- ACC 511 (2001 - 2007): *Taxes & Business Strategy* (MAIS, MTax, full-time MBA, evening MBA)
- ACC 502 (2000 - 2003): *Financial Accounting* (MBA core)
- ACC 591 (1996 - 1999): *Current Issues in Tax Policy* (MTax)
- ACC 591 (1998 - 2007): *State and Local Taxation* (MTax)
- ACC 591 (1998 - 2000): *Multijurisdictional Taxation* (MTax)
- ACC 591 (2000 - 2007): *Special Topics in Taxation* (MAIS & MTax)
- ACC 791 (1992 - 2007): *Doctoral Seminar in Taxation*
- ACC 791 (1990 - 2007): *Introductory Seminar for Doctoral Students* – Guest Lecturer; independently taught the course 1997-1999

#### Undergraduate Program

- ACC 430 (1994 - 1998): *Taxes and Business Decisions*
- ACC 351 (1991 - 1993): *Income Tax Accounting*
- ACC 321 (1990 - 1991): *Intermediate Financial Accounting I*
- ACC 240 (1994): *Uses of Accounting Information II*

### **Doctoral Dissertation Committees (with initial appointment)**

- Daniel P. Lynch, Chair, “*Investing in the Corporate Income Tax Function: The Effects of Remediating Internal Control Material Weaknesses on Tax Avoidance*,” (completed May 2014): Initial appointment – University of Wisconsin
- Rick C. Laux, Chair, “*The Association between Deferred Tax Assets and Liabilities and Future Tax Payments*” (completed July 2009): Initial appointment – Visiting Assistant Professor, University of Illinois, Urbana-Champaign; now Assistant Professor at Penn State University
- Christy Macdonald, Member, “*Tax Incentives and the Globalization of R&D*” (completed June 2009): Initial Appointment – University of Waterloo. Won the 2010 American Taxation Association’s Doctoral Dissertation Award
- Jared Moore, Chair, “*Empirical Evidence on the Effect of Board and Audit Committee Independence on Tax Reporting Aggressiveness*” (completed May 2006): Initial appointment – Assistant Professor, Oregon State University
- Robert Gary. Chair. *The Effects of Capital Gains Taxes on CEO Stock Ownership and Subsequent Firm Performance* (completed, May 2005). Initial appointment – Assistant Professor, Iowa State University; now at University of New Mexico.

- Swaminathan Kalpathy (Finance), Member, “*Two Essays on Employee Stock Options*” (completed, June 2004): Initial appointment – Assistant Professor, Washington State University; now at Southern Methodist University
- Andrew P. Schmidt, Member, “*The Persistence, Forecasting Ability, and Valuation Implications of the Tax Change Component of Earnings*” (completed, May 2004): Initial appointment – Assistant Professor, Columbia University; now at North Carolina State University
- Peter Johnson, Member, “*Valuation Effects of Tax-deductible Goodwill*” (completed, May 2003): Initial appointment – Assistant Professor, Brigham Young University; now at The University of Alabama
- Mary Ann Hofmann, Chair, “*Tax Issues and Tax Strategies of Certain Exempt Membership Organizations*” (completed, April 2002): Initial appointment – Assistant Professor, Andrews University; now at Appalachian State University
- Steven H. Smith, Chair, “*Tax Accounting Choice: The Costs of Corporate Tax Aggressiveness*” (completed, August 2000): Initial appointment – Assistant Professor, Western Washington University
- Cynthia M. Blanthorne, Member, “*The Role of Opportunities and Beliefs on Tax Evasion: A Structural Equation Analysis*” (completed, August 2000): Initial appointment – Assistant Professor, University of North Carolina, Charlotte; now at The University of Rhode Island
- Gary J. Weber, Chair, “*The Relation Between Paid-Preparer Use and Tax Liabilities: Implications for Horizontal and Vertical Equity*” (completed, December 1997): Initial appointment – Assistant Professor, Gonzaga University
- Viswanath U. Trivedi, Chair, “*An Experimental Analysis of the Impact of Imperfect Audits on Future Tax Compliance*” (completed, August 1997): Initial appointment – Assistant Professor, McMaster University, Canada; now at York University, Canada
- Mingchin Chen, Member, “*Evidence on the Relation between Interest Tax Benefits, Firm Characteristics, and Leverage Decisions*” (completed, August 1997): Initial appointment – Assistant Professor, National Chengchi University, Taiwan
- Constance D. Weaver, Member, “*The Effect of a Tax Law Change on the Structure of Corporate Acquisitions*” (completed, May 1997): Initial appointment – Assistant Professor, University of Wisconsin; now at Texas A&M University
- Charlene Henderson, Member, “*The Corporate Alternative Minimum Tax: Tax Burdens and Investment and Financing Decisions of Commercial Banks*” (completed, August 1996): Initial appointment – Assistant Professor, Louisiana State University; now at University of Arkansas
- Kaye J. Newberry, Member, “*Foreign Tax Credit Limitations and Public Issuances by U.S. Multinationals: New Evidence of Tax Clienteles*” (completed, August 1994): Initial appointment – Assistant Professor, James Madison University; subsequently tenured at University of Arizona, now at University of Houston
- Alexander M. G. Gelardi, Member, “*The Effect of Quantity and Order of Cues in Sequential Belief Revision in Tax Judgments*” (completed, August 1991): Initial appointment – Associate Professor, Simon Fraser University, Canada; now at University of St. Thomas

### **Readings & Conference Supervisor (Ph.D. students)**

Miles Romney, Summer 2012  
Dan Lynch, Summer 2010, 2011  
Rick Laux, Summer 2005, 2006  
Laura Rooney, Summer 2004  
Jared Moore, Spring 2003  
Robert Gary, Spring 2002  
Mary Ann Hoffman, Fall 1999 (paper published in the *Journal of Accounting Literature*)  
Viswanath U. Trivedi, Spring 1995  
Constance D. Weaver, Fall 1994.

### **Undergraduate Honors Theses Committees**

Kevin Nelson, Member, Spring 2001  
Catherine Holian, Member, Fall 2000  
Christi Hing, Chair, Spring 1996  
Brenda Babb, Member, Spring 1995  
Deanna Deaton, Member, Spring 1995

## **VI. SERVICE (1995 to present)**

### **A. Professional (External) Service**

#### Accreditation and Program Review

*Association to Advance Collegiate Schools of Business (AACSB)*

- Innovations Committee, member, 2018 - present
- Accounting Accreditation Committee (AAC), member, appointed to three-year term 2012-15
- Accreditation/Reaccreditation Peer Review Teams
  - Amrita School of Business, Amrita University (India), initial accreditation, August 2019
  - S.P. Jain Institute of Management and Research (India), September 2018 (scheduled) – business chair
  - University of Rochester, May 2018 (scheduled) – business chair
  - University of Alabama, January 2018 – business chair
  - University of Texas at San Antonio, February 2017 – business chair
  - University of Illinois at Urbana Champaign, February 2014
  - University of Virginia, October 2013
  - University of Wisconsin, February 2012
  - University of Washington, November 2010
  - Georgia State University, January 2010

#### External Program Reviewer

- Georgia State University, External Reviewer for the School of Accountancy
- Boston College, External Reviewer for the Department of Accountancy Program, Spring 2008
- Brigham Young University, External Reviewer for the School of Accountancy Program, Spring 2008

### Advisory Boards and Other Service

*buildOn* (<https://www.buildon.org/>), National Board of Directors, 2019 – present

*Dalian University of Technology, School of Economics & Management's International Advisory Board of*, 2016 – present: This board provides strategic directions to the Faculty of Management and Economics of DUT to develop into a leading business school in China

*Tongji University, School of Economics & Management's International Advisory Committee*, 2018 - present

*Pathways Commission* (The Commission on Accounting Higher Education), Commissioner, 2012 – 16: This commission's objective is to enhance the opportunities and relevance of accounting education

*University of Notre Dame, Department of Accountancy External Advisory Board*, member, 2008 – 14: Serving as the only academic member of this board that otherwise consists of all Notre Dame alumni and is charged with advising and guiding the strategic directions of the department and on all curricular and co-curricular matters

*KPMG Audit Committee Institute's (ACI) Regional Roundtables*, Moderator, 2008, 2009: Led discussion forums organized for about 60-70 directors of audit committees, CFOs and senior management of companies in the Detroit area to enhance their knowledge of the challenges and issues facing Audit Committees of Boards of Directors.

*Accounting Program Leaders Group (APLG)*, Strategic Planning Committee, 2011 – 12: This group comprises of chairs and directors of accounting programs nationally. This committee was involved in reimagining the role of this group in shaping the future of accounting education and professional development

*MSU Demmer Center for Business Transformation Advisory Board*, 2014 – present

*MSU Center for International Business Education & Research (CIBER) Advisory Board*, Member, 2008 – present

*MSU India Council*, Board Member, 2009 – present: This council's main objectives are to stimulate interest in India and matters related to India among the people in Michigan, promote educational and cultural activities related to India, and promote outreach and exchange programs with organization interested in socio-economic, educational, cultural and artistic aspects of Indian culture

### Editorial Activities

Editorial Board Member:

- *Accounting Horizons*, 2004-05.
- *Journal of American Taxation Association*, 1994-1997

Ad Hoc Reviewer: *The Accounting Review*, *National Tax Journal*, *Journal of American Taxation Association*, *Accounting Horizons*, *Journal of Accounting and Public Policy*, *Contemporary Accounting Research*, *European Accounting Review*, *Public Finance & Management*, *Financial Practice and Education*, *Southern Economic Journal*



American Taxation Association

- External Relations Committee, Member (appointed), 2009-10
- Outstanding Manuscript Award Committee
  - Chair (appointed), 2003-04
  - Member (appointed), 2002-03; 2005-06
- Annual Meeting Committee, Member (appointed), 2001-02
- Mid-year Meeting Committee, Member (appointed), 2000-01
- Multijurisdictional Tax Committee, Chair (appointed), 1998-99
- Board of Trustees (elected), 1996-1998
- Price Waterhouse Dissertation Award Committee
  - Chair, appointed, 1996-97
  - Member, appointed, 1995-96
- Publications Committee
  - Chair, elected, 1997-98
  - Member, elected, 1996-97

Memberships in Professional Organizations

- American Accounting Association
- National Tax Association-Tax Institute of America
- American Taxation Association (tax section of the American Accounting Association)
- Accounting Program Leaders Group

**B. Internal Service**

Michigan State University – University Committees/Advisory Groups

- *University Provost Search Committee*, 2013-14: This is a select committee appointed by the President to search for the next Provost of MSU
- *University Distinguished Professor (UDP) Standing Advisory Committee*, 2011-present: This committee consisting of select deans, past UDPs and select chairs advises the provost on nominations received for UDPs
- *Executive Vice President for Administrative Services' Advisory Group*, 2013-present: This group has been constituted by EVP Satish Udpa to focus on President Simon's Bolder by Design sixth imperative, "Advancing a Culture of High Performance"
- *Associate Provost of Academic Human Resources' Advisory Council*, 2008-present: This committee is constituted by the Terry Curry, Associate Provost and Associate Vice President for Academic Human Resources to provide counsel on all matters related to academic human resource policies and procedures

Arizona State University, W. P. Carey School of Business Committees

- *MBA (full-time) "Specialization Coordinators" Committee*, 2003-2007: Charged with the complete reevaluation of and revision of the existing program format and curriculum offerings
- *MBA (full-time) Program Committee*, 2004-05 – appointed by the Dean: Charged with the complete reevaluation of and revision of the existing program format and curriculum offerings
- *International Programs Committee*, 2002-2007: Charged with assessing the strategic goals of the School's international alliances and forging effective new programs and alliances

Arizona State University, School of Accountancy Committees

*Arthur Andersen Tax Challenge/Deloitte Tax Case Study Competition*, Faculty Advisor, 1994-2007: Selected and coached both an undergraduate and graduate team over several weekends in preparation for this national competition, accompanying the teams to Los Angeles over a weekend for participation in the regional competition and then to St. Charles, IL, for the national competition

- The 2000 and 2001 graduate teams placed second and third nationally; \$10,000 and \$5,000 cash awards to School's scholarship fund, respectively
- The 1996 undergraduate team and the 1999 graduate teams won "honorable mention" (top 20 finish nationally; \$500 cash award each)
- The 2003 and 2004 graduate team won an honorable mention (finishing in the top 10 nationally, \$500 cash award)

*School of Accountancy (and Information Management) Transition Committee* (appointed by Dean), 2002-03: This committee was charged with the task of transitioning the School into two separate academic units within the College – School of Accountancy and Department of Information Systems

*School Director's Advisory Team* (elected), 2000-02, 2003-04, 2004-05, 2006-07: One of two elected committees in the School charged with providing the director advice on strategy, policy, initiatives, administration, and other matters related to the School

*Personnel Advisory Team* (elected), 1998-2000; 2003-05; 2005-07

- Took responsibility for revising the "post-tenure review" portion of the SAIM guidelines for faculty performance and merit review
- Elected to the Merit sub-committee

*Faculty Recruiting Team* (appointed), 1997-98, 1998-99, 2003-04, 2004-05, 2005-06, 2006-07

*Professional Advisory Board Professorship Selection Committee* (Chair, appointed), 2005-06: The committee's charge was to identify the criteria for selecting the newly created PAB Professor and nominate a candidate based on an evaluation of those criteria

*KPMG Professorship Selection Committee* (Chair, appointed by Dean), 2002-03: This committee was responsible for selecting the KPMG professor

*School Director's Reappointment Committee* (elected), 2002: This committee was charged with developing the evaluation criteria and performing the evaluation of the School Director's performance for the last term

## **VII. FACULTY DEVELOPMENT (1995 to present)**

### **A. Leadership**

- *Committee on Institutional Cooperation (CIC) – Academic Leaders Program (ALP)* (2009-10): One of six academic leaders from across the university selected to represent Michigan State University for the year-long training in various aspects of academic leadership in the university

- *Committee on Institutional Cooperation (CIC) – Department Executive Officers’ (DEO) Seminar, Chicago, IL (February 2009):* One of five department chairs (directors) selected to represent Michigan State University.

#### **B. Continuing Intellectual Development**

- American Accounting Association’s Annual Meetings (various years)
- American Taxation Association’s Mid-Year meetings (various years)
- National Tax Association’s Annual Meetings (various years)
- University of North Carolina’s Tax Symposium, Chapel-Hill, NC (various years)
- University of Illinois Tax Research Symposium, Urbana-Champaign, IL (various years)
- University of Michigan’s Office of Tax Policy Research’s Symposium, Ann Arbor, MI, (various years)
- Vienna University of Economics and Business Administration’s Austrian Institute for International Taxation, Vienna, Austria (July 2006)
- University of Michigan & UC Berkeley Symposium, Ann Arbor, MI (May 2005)
- Tax Council Policy Institute (TCPI) conference on “The U.S. International Tax Regime,” Washington, DC (February 2005)
- Federation of Tax Administrators Revenue Estimation and Research Conference, Burlington, VT (September 2004)
- IRS Research Conference, Washington, DC (June 2004)
- Multistate Tax Commission’s Annual Research Conference, Salt Lake City, Utah (July 2003)
- Brookings Institution and University of North Carolina conference on “Public Disclosure of Tax Returns,” Washington, DC, April 2003
- Brookings Institution and University of Michigan’s Office of Tax Policy Research conference on “Rethinking Estate and Gift Taxation,” Washington, DC, May 2000
- University of California, Berkeley’s Center for Financial Reporting and Management’s Conference on “Transfer Pricing for Multinational Enterprises,” Santa Clara, May 2000
- 1-week camp by University of California’s (Davis) The Center of State and Local Taxation, Davis, CA (July 1997)
- National Bureau of Economic Research’s conference on “Taxes and Financial Behavior,” Cambridge, MA (November 1995)
- Southwest AAA Doctoral Consortium, San Antonio, TX (March 1996)
- PAC-10 AAA Doctoral Consortiums (January 1997, 1998, 2000)

#### **C. Continuing Professional Development**

- Ernst & Young Tax Educators’ Symposium, Washington, DC (October 2005, 2006, 2007, 2009, 2010)
- Deloitte & Touche Tax Faculty Symposium, Washington DC (1996, 1998, 1999, 2001, 2003, 2005)
- Price Waterhouse Tax Colloquium (August 1996, 1998, 2010, 2011)
- 2-day seminar by Federation of the Schools of Accountancy and Arthur Andersen on “Hands-On Education” including sessions on “Strategies and Management of Team Assignments,” “Small Group Writing Assignments,” and “Using the Socratic Method to Teach Traditional Lecture-based Classes,” Las Vegas, NV (December 1995)
- Various events with professional accounting firms.

#### **D. Consulting**

- *State of Massachusetts Department of Revenue, Boston, MA (2013-14):* Expert witness on accounting and tax issues impacting the state’s corporate income tax

- *Deloitte & Touché*, Scottsdale, AZ (2008 to 2012): Instructor in firm's National Tax Training Program for professional staff
- *Equity Methods, LLC.*, Phoenix, AZ (2005 to 2008): Consulting on the income tax accounting for stock options
- *Sarvas, King & Coleman, CPAs*, Phoenix, IL (2006): Developed and taught a course on State and Local Taxation to the firm's partners, senior managers, and staff
- *U. S. Bureau of Economic Affairs (BEA)*, Washington, DC (Summer 2005): Consulted on the data collected and analyzed by the BEA on affiliated party transactions between parents and subsidiaries that is reported by the BEA in its balance of payments accounts
- *Sempra Energy*, Arizona (2004): Consulted on economic life of power plant costs and capitalization of service costs
- *Chromalloy, Inc.*, Phoenix, AZ (2003): Consulted on capitalization of costs in a service contract involving blended pricing for parts and services in the automobile industry
- *Charles River Associates, Inc.*, Boston, MA (1999-2003): Consulted on the tax consequences of various issues including the receipt of monetary settlements by health maintenance organizations from the tobacco litigation and settlement; purchase of the Washington Redskins sports franchise from the estate of the deceased owner
- *BDO Seidman, CPAs*, Chicago, IL (2000): Taught State and Local Taxation in the firm's Advanced Taxation Training seminar for their senior managers
- *Motorola, Inc.*, Phoenix, AZ (Summer 2000): Consulted on the company's eligibility and use of federal tax incentives available for its semiconductor products sector (SPS) business unit. Project spanned the entire summer and involved interviewing senior vice-presidents of the company
- *Big-4 (Big-6) CPA firms* (Various): Consulted on different projects, including understanding the accounting and reporting implications for income tax disclosures in financial statements.