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Mission
To address the professional needs of its members and build leaders who shape the future of the accounting and finance professions, with unfaltering commitment to inspire the same in their successors.

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Be extraordinary
Be you


www.deloitte.com/us/inclusion
This year has been marked with an emphasis on developing our strategic plan and creating and renewing strong partnerships to help members build their networks and skills to advance their careers and help others along the way.

The national theme, **Embracing the Past – Transforming for the Future**, symbolizes our need to stay grounded in the vision and mission of NABA, but to be strategic and nimble to grow and sustain for the future.

As we enter FY 2015, we will be guided by the following strategic priorities, which are aligned with our mission:

- Maximize Value for Our Members – enhanced benefits, new technology and enhanced leadership development and educational programming being developed
- Maximize Strategic Alliances – leverage our Corporate Advisory Board and strengthen our professional relationships with other associations (i.e., Ascend, ALPFA, NBMBAA, etc.)
- Governance and Operational Focus – ensure NABA has the right structure and governing policies in place to ensure a long-standing viable association
- Enhance the NABA brand – ensure our value proposition is clear and protect NABA’s intellectual property assets

Stay tuned for updates on the above and other strategic initiatives to be launched.

In this issue of Spectrum, we are proud to highlight the career accomplishments of four of our members: Kathy N. Waller, Chief Financial Officer and Executive Vice President, the Coca Cola Company; Sena Kwawu, Senior Vice President, Finance Transformation, State Street; Claire Babineaux-Fontenot, Executive Vice President of Finance and Treasurer, Walmart; and Ray C. Price Jr., Senior Vice President, Bank of America. When NABA members are at the top of their game, we can all celebrate and take pride in their achievements. While the road to these members’ career success may have had many obstacles, learning from them will make the journey for new professionals less daunting.

Two other articles in this issue (“The PhD Project: 20 Years of Diversifying Faculty” and “Filling the Accounting Profession’s Talent Pipeline”) touch on accomplishment, success, and the importance of striving to obtain the CPA or other credentials to reach career goals. I am pleased that NABA has been and is an avid supporter of both the PhD Project and the Pipeline Project. In addition, NABA is at the forefront of supporting leadership development among its members via our innovative Leadership Development Institute, conducted at the NABA National Convention, and a new program of online learning, in partnership with the Business Learning Institute, offering training in skills needed to succeed in a rapidly changing world.

It is programs like the PhD Project, the Pipeline Project, and NABA’s leadership programs that are creating such achievers as Waller, Kwawu, Babineaux-Fontenot, and Price. I am proud that as these leaders achieve success, they are motivated to help others by their belief in NABA’s motto: **Lifting as We Climb**.

**Kenneth E. Cooke, CPA**
Chairman of the Board
Member since July 1992
A better world starts with yours

From flexibility to mobility to world-class mentoring and sponsorship, we empower you with the tools to make your career exactly what you want it to be.

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Find out more at: ey.com/US/en/Careers/Experienced or contact Tina Thompkins at tina.roberts@ey.com or Tonika Hammonds at tonika.hammonds@ey.com. Please enter NABA 2014 in the Source ID code when applying.
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The rich legacy of NABA shines brightly through KPMG LLP and its leaders. Our long-standing alliance with NABA reaffirms our mutual commitment to promote the recruitment, development, and advancement of diverse professionals in the accounting profession. At KPMG, your ambitions are our ambitions.

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Big data is a hot topic among corporate executives, software and marketing companies, and within audit departments. We are operating in an environment where timely and effective business and marketing decisions are essential to a company’s success in order to obtain the edge over competitors.

Where do we invest? Are we offering the right products and services, locally, regionally and globally? Do we understand our customer well enough to optimize sales? How can we gain efficiency and drive productivity in our supply chain? What treatment programs lead to the best outcomes for this patient or member? Bringing your data to life with data analytics enables you to accurately answer such questions.

From an auditor’s point of view, leveraging big data and analytics provides us greater transparency into transactions flowing in and out of the company, allowing for effective recommendations to improve business processes and implement risk mitigation. We also need to be aware of the potential risk big data creates in a company’s information technology environment. Appropriate data integrity, access management, privacy and ethics practices should be put in place. So while we as auditors can leverage the benefits of big data, we must make sure appropriate data governance practices exist so we protect our companies, investors and customers.

**By Definition**

Big data refers to large, diverse sources of information, both structured (e.g., organized data within a relational database) and unstructured (e.g., ad hoc queries, images, videos, audio, etc.) that can be brought together in a way to be examined for greater insight. Big data is high-volume, high-velocity and high-variety information assets that demand cost-effective, innovative forms of information processing for enhanced insight and decision making.
Performing data analytics is the process of analyzing such information to understand what is happening (discovery) or expected to happen (predictive).

How Companies are Using Big Data and Analytics

Many companies have made the leap into embedding analytics into their business by applying techniques and analytic models to derive insight on topic areas such as, but not limited to:

- Evaluating potential financial impact on a decision and scaling it globally
- Enabling business process owners to prioritize and provide solutions in the way they do business
- Analyzing customer buying behaviors for customer marketing interactions
- Incorporating compliance monitoring, leveraging big data infrastructure and data virtualization techniques
- Managing fraud and compliance to reduce a company’s risk

Visa estimated that its use of analytics has identified $2 billion in potential annual incremental fraud prevention opportunities.

The Hospital for Sick Children in Canada (SickKids) is improving outcomes for infants susceptible to life-threatening infections by applying analytics to vital-sign data, captured from bedside monitors, to detect potential signs of an infection as much as 24 hours earlier than industry leading methods.

Oklahoma City auditors used analytics to audit state sales tax revenues and to identify missing payments, inconsistent application of statutes and fees, and improper vendor reporting. The audit team uncovered $45 million in lost municipal revenues.

Big data is being used in audit models to help identify transactions in higher risk areas such as fraudulent vendor payments, factious employees, suspicious activities in payroll, and manual journal entries without proper documentation. Performing duplicate detection searches around payments, invoices and transactions provides valuable analysis to companies for recovering overpayments. Analytics is also being leveraged to see which processes are working as intended and which ones are not, and determining the cause of the identified deviations.

The attractiveness is the ability to analyze an entire population of data and provide greater insight to strategically enhance a company’s control environment. The reality of failure to incorporate such risk measures could lead companies to severe consequences. Recent history has revealed a number of instances where data-related risk events lead companies to Securities and Exchange Commission class action lawsuits, imprisonments, reported financial losses and bankruptcies. As a result, companies are moving to automation of many of these efforts by implementing analytical tools and techniques to monitor risk on a continuous basis. Continuous auditing and monitoring can prove to be invaluable in its ability to detect patterns or trends in audit and control issues that provide foresight on increasing or changing risks within business and control processes.

As companies and auditors continue on the journey of leveraging big data and analytics to make informed decisions, a greater partnership is evolving. We are looking at the same set of information with a joint vision of bringing our data to life and changing the game on how we do business and manage our risk today and in the foreseeable future.

About the Author

Mr. Rhodes joined Target in October 2014 as Director of Technology Assurance where he oversees the team that develops and manages processes and initiatives to ensure consistent, effective and efficient use of resources, and assists in developing and executing the assurance strategy and its initiatives.

Prior to joining Target, he was a director in Walmart Stores, Inc.’s Global Audit Services where he specialized in providing advisory and consultative services related to data analytics, information technology and internal controls. Mr. Rhodes has more than 14 years of public accounting and SAP security and controls experience.

He is a certified information systems auditor (CISA) and is certified in risk and information systems control (CRISC). Mr. Rhodes is a graduate of Drexel University with a dual degree in management information systems and accounting. He has been a proud member of NABA since chartering a student chapter on the campus of Drexel University in 1994. He has served in several board positions and is immediate past president of the NABA Philadelphia Chapter.
COLLEGE GRADS:
What is the first thing you should do on the job?

By Kemberley Washington

Ok, you can see it in your future: Moving up the ranks at your new job, going from entry level to manager.

Why not? You are more than capable, right? You finally have your degree, you are feeling “grown,” and more importantly, no one deserves it more than you!

Reality check: The only way to move to where you really want to be is to be thankful, brand yourself and, of course, have a plan of action!

Count your blessings

First, consider yourself among the elite. In today’s economy, obtaining a good job is becoming a rare opportunity for recent college graduates. A recent survey conducted by Accenture, a company that provides management, consulting, technology and outsourcing services, found that only 11% of 2014 college graduates had secured a job at the time the research was conducted. This number declined from the previous class of 2013, when 16% of college graduates had secured a job at the time of their graduation.

In addition, the study also found that only 46% of 2012–2013 graduates were working in full-time positions. This was also a significant decline from the previous (2011–2012) graduating class when 68% were working full time.
Another report by the Federal Reserve Bank of New York, “Are Recent College Graduates Finding Good Jobs?” found that more and more college graduates are struggling to find jobs. As a result, they are accepting lower paying jobs or even opting to work part-time.

Make yourself invaluable
With the shaky economy and limited opportunities for recent college graduates, having a job is great, but keeping one is even better! Since many companies are looking for ways to cut costs and reduce their workforce, it is extremely important to make yourself invaluable from day one.

Become an expert in your field
Nothing makes you more invaluable than obtaining knowledge. Whether you are a new hire or have a few years behind you, it is essential to become an expert in your field or area of focus. Commit to learning about your field or focus area daily and explore opportunities and tasks that can help grow your knowledge. In addition, consider obtaining additional certifications early on, such as the certified public accountant (CPA), certified internal auditor (CIA) or certified information systems auditor (CISA). According to Surgent Kolar Review, those who sit for the CPA exam fresh out of college have a higher passing rate than those who wait to take the exam.

Be a problem solver
Be proactive within your organization and take the necessary steps to solve issues that may exist. Do not rely on tasks to be assigned before identifying issues that are within your ability to solve. And I know, who wants to take on additional duties?

No one, right? But taking initiative to solve problems that may be out of the scope of your job description demonstrates not only your willingness to get the job done, but also shows that you are capable of fulfilling leadership roles as they become available.

Market yourself
If you have taken the entrepreneur route in your career, make it a point to market yourself. For example, if you are a tax professional:

- Provide tax tips via your local radio and television stations.
- Consider giving free seminars to churches and organizations to assist them with understanding complex tax issues.
- Seek appointments on local nonprofit boards of organizations that can use your expertise.

Keep your eyes on the prize
As you progress in your career, always keep your end goal in mind. This means from day one, have a clear and attainable goal for where you see yourself within the next few years. No matter whether you see yourself in management, as a chief executive officer, or in any other position, begin to identify the necessary steps to get there.

Network with others
After you have identified where you want to be, create a network of others who are already in positions you desire. Take time to meet with them and pick their brains about the required steps to take to get to where they are. In addition, write your vision down and create action steps to get to where you want to be. Use time lines, so that you can check your progress along the way.

Simply put, start with the end in mind.

Remember: your choice, your future!

Kemberley Washington is an accounting professor at Dillard University and a certified public accountant. She has worked for the Internal Revenue Service as a revenue agent and criminal investigator. Today, she gives personal finance tips for many media outlets and writes a personal finance blog at Kemberley.com. She has authored an Ebook, The Ten Commandments to a Financial Healing. Follow her on Twitter @kemwashcpa.

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GRADUATING CLASS OF 2014

89% Employed
11% Unemployed
NABA member Kathy N. Waller broke barriers in April 2014 when The Coca-Cola Company’s Board of Directors elected her Chief Financial Officer and Executive Vice President of the Atlanta-based company. The new position made Waller the first African-American and the first female CFO of a Fortune 100 company. But it wasn’t until weeks after the announcement, during a Women of NABA event, that Waller grasped the impact of her promotion.

“That’s when I recognized this was significant for people other than me and my family,” Waller says.

“It did matter a whole lot to not have role models that looked like me,” Waller says of her 26 years working at Coca-Cola. “If this gives someone hope that they could one day be in my shoes and sitting in this seat, that is fantastic.”

Waller’s rise at Coca-Cola came with highs and lows, as should be expected in any career that has lasted almost three decades. A key to surviving the lows, she says, is cultivating relationships, especially mentors.

“In anyone’s career, some good stuff is going to happen, some bad stuff is going to happen,” Waller says. “What makes or breaks a career is how you handle the bad stuff that happens. It’s very important to have someone to talk to, to talk you off of the ledge.”

Her career choices have been simple. She sought positions with responsibilities that interested her and allowed her to showcase her skills and to excel. “I was being me,” Waller says. “I wasn’t trying to be someone else. That has paid off for me.”

It is important, she says, for those navigating corporate environments to set goals, consult with mentors and develop a plan that lays out a path to reaching those goals. “And it has nothing to do with your race or your gender,” Waller says. “Don’t put that obstacle in your way because other people will do that for you.”

Other NABA members are also enjoying success in senior level positions. Sena Kwawu joined State Street in 2011 as Senior Vice President and Chief Procurement Officer. In December 2013, he moved on to become Senior Vice President, Finance Transformation, in the Office of the CFO. He credits networking and building relationships as the keys to his success. Claire Babineaux Fontenot, Executive Vice President of Finance and Treasurer, Walmart Stores, Inc., says that her most notable career achievement is being able to “consistently work in positions that are very technical and very complex that have been elusive for people of color and women.” Ray C. Price, Senior Vice President within the Finance organization of Bank of America, who plays an active role in diversity initiatives, says, “It definitely helps other minorities in the organization to see someone who looks like them in a senior position.”

To get an idea of how these NABA members have been able to succeed, Spectrum asked about their current responsibilities, their most notable
achievements, what they have learned on their journey to success, and what made a difference in landing them where they are today.

Spectrum: Describe your role and responsibilities in your current position.

Waller: Leading the company’s global finance organization and representing the company to investors, lenders and rating agencies; overseeing mergers and acquisitions, investor relations, tax, treasury, audit, accounting and controls, financial reporting and analysis, real estate and risk management.

Babineaux-Fontenot: All matters related to cash management, investor relations and the tax organization.

Kwawu: Leading a global finance transformation activity at our company. I am responsible for a cross-functional team charged with improving the effectiveness and efficiency of State Street’s Finance function. Our deliverables included strengthening the accounting control environment, providing timely insights to our business partners and making appropriate technology investments to deliver on the effectiveness and efficiency goals.

Price: Finance support for the Corporate Treasury and Corporate Investments division of Bank of America. Responsibilities include internal and external reporting (SEC and regulatory), planning and forecasting, legal entity accounting, and supporting the overall liquidity and funding strategy for the bank.

Spectrum: What is most notable about your achievements?

Waller: The impact of this on others. It did matter a whole lot to not have role models that looked like me during my career.

Babineaux-Fontenot: First, the space that I have worked in consistently has been viewed as very technical and very complex and has been elusive for people of color and for women, especially for a woman of color who comes from such humble beginnings as I do. My grandparents on both sides were sharecroppers. Neither of my parents have high school diplomas.

What I hope that this accomplishment represents is that with the right types of investments anything is possible. My personality is such that the stubbornness in me says that whatever the stereotype says that people like me don’t do, then that’s the thing I decide that I should be doing. If I can do these things, then other poor little black girls growing up in the south or poor little white boys growing up in the Midwest for that matter, can aspire to do whatever they want to do.

Kwawu: Being responsible for working with the new CFO to decide what our company is going to be in the future, and finding ways for the company to become more efficient and more effective with what we do.

Price: The recognition from senior executives that my performance and work ethic are valued by the organization. In an organization as large as our bank, it can become difficult to navigate and make sure you are connected. Getting promoted to a senior level position, confirmed my connection to the firm and other leaders. In addition, being able to be an example and role model for other associates is extremely important to me. It definitely helps other minorities in the organization to see someone who looks like them in a senior position.

I was definitely pleased that the executives recognized that this was a need, and I fit that mold.

Claire Babineaux-Fontenot

Executive Vice President of Finance and Treasurer
Walmart Stores, Inc.

Claire Babineaux-Fontenot was named Executive Vice President of Finance and Treasurer of Walmart in January 2014, responsible for investor relations, capital markets and treasury operations. She joined the company in 2004 as Vice president of Audits and Tax Policy, and in 2007 was promoted to Senior Vice President and Chief Tax Officer.

Prior to Walmart, Claire was Partner at the law firm of Adams & Reese, where she was leader of the firm’s tax practice and Partner-in-Charge of the Baton Rouge office. Previously, she served as dispute resolution practice group leader for PricewaterhouseCoopers, where she was responsible for state tax controversies for the Southwest region of the United States. Claire began her career as a tax attorney for the Louisiana Department of Revenue and subsequently received a gubernatorial appointment to serve as Assistant Secretary of the office of legal affairs, where she had responsibility for all tax litigation at the state level. She went on to be an administrative law judge for the Louisiana Department of Civil Service.

Claire is a graduate of the University of Louisiana at Lafayette and earned her law degree from Southern University Law Center in Baton Rouge. She also holds a master of laws degree in taxation from Southern Methodist University’s Dedman School of Law in Dallas.
Sena Kwawu
Senior Vice President, Finance Transformation
State Street

Kwawu assumed his current position in the State Street's Office of the Chief Financial Officer in 2013. Prior to this, he was Senior vice President and Chief Procurement Officer responsible for State Street's Global Procurement Services Division, including managing an expense budget of more than $1.9 billion with a focus on reducing the company’s expense ratio and improving the value of services received.

Prior to joining State Street in 2011, Kwawu served as Senior Vice President of Global Finance Shared Services for Genworth Financial where he led a global team that oversaw a purchase base of more than $600 million as well as the company’s Corporate Insurance, Expense Reporting, Accounts Payable and Travel Management groups.

Kwawu earned a bachelor of business administration degree from George Washington University, and a master of business administration from the University of Michigan, Ann Arbor.

Spectrum: What obstacles did you encounter and how did you overcome them?

Waller: Sometimes you don't know what to fight for and what not to fight for. It takes having people who know you and know your values. It's good to have the perspective of someone inside the company as well. I could get over something that happened to me and stay fairly isolated. If it happened to me and was likely to happen to somebody else, that was totally different. And when I had to go deal with it, mentors helped me to figure out how to go deal with it.

Babineaux-Fontenot: Self-doubt was my most significant obstacle. When you are in a position to be the first to do something in your family or in your social group, that creates an added element or desire to do it perfectly. Perfection is not possible. You say that and know that in your head but it’s difficult to process that in your heart. Well, it’s been difficult for me to process that in my heart. There have been plenty of moments in my heart of hearts that I questioned whether I could accomplish what I said I would. Overcoming that obstacle is a work in progress.

Kwawu: Standard ones. You walk through the door, and your credibility gets questioned, your expertise gets questioned. A mistake you make—although we all make mistakes—gets magnified. I don’t think I’ve met any obstacles that people before me didn’t meet. As I met those obstacles, I literally met them by saying, “I’m not the first one.” If I saw any senior African American executives, I introduced myself to them and asked them the same question. By the time I faced any of those obstacles, I had in my toolkit anywhere from three to 10 examples of how people overcame those obstacles. So I never had to reinvent the solutions. The situations might be different. The organizations might be different. But the underlying approaches to overcoming those obstacles are pretty much the same.

Price: As a first generation to graduate from college and work in corporate America, it was challenging to find a sounding board for issues that I would encounter day to day. From little items to much more significant items such as how to navigate an environment that does not look like me. I was able to overcome some of these obstacles through networking inside of the firm and outside of the firm with professional organizations such as NABA. Essentially, I have created a board of directors that I can leverage as I progress through my career.

Spectrum: What have you learned along the way that you wish you would have known earlier?

Waller: I figured out myself along the way. I realized that I didn’t compromise on some things, that I didn’t do it intentionally, I just did it. I always went for opportunities that I thought I would be interested in or would enjoy doing, would learn specific things from. I didn’t go for the jobs that would give me the best exposure, I went for the jobs that would put me on a certain path.

Babineaux-Fontenot: I am not everything. But I am really something. I had impossible standards for myself. I have a much better sense of what’s real and what is a stretch. I go for the stretch. I tend to attain the stretch. I’ve been granted these special skills and competencies. I come into a role and look around and determine what are the things that I am built to do and how do I make sure that I leverage myself around those things. It makes each transition easier for me. I now ask myself, “How will I bring value?”
I’m not omniscient nor am I omnipotent, and I’m not trying to be. I chased my tail more than I should have. I was the victim more than I should have been.”

Kwawu: Nothing. Along the way, I had mentors, so there are very few things I’ve walked into blind. I wish I had fully understood the value of depth and breadth in building my career. A lot of us want to become the best accountant. But what we are not cognizant of is the world around us is not necessarily looking for the best accountant. I wish I had known earlier.

Price: Every associate, regardless of your level, can have an impact on the organization and drive change. We can’t change the world all at once, but we can choose our battles and pick the appropriate times to address issues or concerns with others in the firm. Early in my career, I recall thinking that I needed more experience to contribute to a conversation, but sometimes it’s about bringing a fresh perspective and asking questions that may not be as obvious to others. We all are different and we have to take advantage of the opportunity to have our voice heard.

Spectrum: Looking back over your career, what made the difference in getting to where you are today?

Waller: Being curious about things, questioning things. Demonstrating a need to understand and to know and to learn has been helpful. There are obstacles out there. We shouldn’t put obstacles in our own way. That is the value of a mentor...to help you figure out whether you are putting obstacles in your own way. You need to step back every now and then and ask yourself, “Am I doing everything I need to do? I am a big dreamer. You don’t have to tell anyone your dreams.

Dream. And dream big.

Babineaux-Fontenot: I walk into a room, I assume that what they want is good. That doesn’t mean that I roll over and play dead. But I give people some space, and I address the behavior. It’s my responsibility to find talent inside of people, extract talent, mobilize that talent. Every organization I’ve ever been in is a lot more diverse once I’ve been there than it was when I got there. I love to win, and the team that I’m on wins.

Kwawu: Networking. Knowing and having enough relationships that as you consider growth and opportunities you can ask people and they will give you candid answers. I have not walked into any role where I could not call around my network and find somebody who knows somebody who knows somebody who knows my boss. Given the amount of time we spend on our jobs every day, with our managers every day, having a stable of set folks in your network who can give you true feedback, true insight into the organization you’re going to work for, the division you’re going to work for, the people you’re going to work for” is important. You know what assures success in the organization you’re joining and then you can decide whether you want to be that person. Network to know how to do the job.

Price: My work ethic was probably the biggest factor in helping me get to this point in my career. Working extra hours when required and building a level of credibility that I will give it one hundred percent. Work ethic is still a big component of my success, but now I have to take the appropriate time to be curious and ask more questions. Through this curiosity, it allows me to connect the dots across the organization and make sure I am playing the right the role as a leader.

Ray C. Price Jr.
Senior Vice President, Bank of America

Ray C. Price Jr. is a leader in the Finance organization that supports the Corporate Treasury and Corporate Investments divisions within Bank of America. Price’s responsibilities encompass internal and external reporting (SEC and regulatory), planning and forecasting, legal entity accounting, and supporting the overall liquidity and funding strategy for the bank. Over the years, Price has held several roles within the Finance organization of Bank of America, including support for Structured Funding and Asset Securitizations; and Business Finance Officer for Credit Products, Capital & Liquidity, and Cash Management Finance.

Price is committed to and plays an active role in diversity initiatives at Bank of America. He is responsible for setting the diversity strategy for the Finance Management Program, which covers both new graduate hires and interns. Price is a member of the Finance Diversity & Inclusion Council and plays an active role in engaging others in diversity initiatives.

Price graduated magna cum laude from Old Dominion University with a dual major in accounting and finance. He also earned an MBA degree from Queens University, Charlotte, NC.
Stephen Nesi, Partner. Long before I started here, I was impressed that the PwC professionals who came to recruit at my college were so diverse. It made me comfortable early on. And it continues at PwC today—black professionals like me are getting involved with groups created just for us. It’s given me opportunities to network with peers and connect with partners who mentored me. The way I see it, people from different backgrounds bring different perspectives to our clients. To learn more about my personal brand and how strongly we feel about diversity, go to pwc.com/diversity
Public Forum

This year’s Public Forum – “Uncovering Talent: A New Model of Inclusion” – energized convention attendees with a panel discussion on a new model of inclusion designed to foster a new way of thinking. The session was presented by Kenji Yoshino, NYU professor and Kelvin Womack, managing principal of diversity, Deloitte. This interactive session stressed the importance of linking inclusion and talent to achieving progress in both areas and discussed solutions to the lack of inclusion.

Panelists included Sena Kwawu, Senior Vice President, Finance Transformation, State Street (moderator); Claire Babineaux-Fontenot, Executive Vice President of Finance and Treasurer, Wal-Mart Stores, Inc.; Frederick E. Davis, Jr., Tax Managing Partner, Mitchell & Titus; Marvin Dozier, Partner, KPMG; Greg Kryder, CFO, Diageo North America.

B2B: The Power of ERGs in Building Business

Today’s global marketplace is very different from the one many of us grew up in, requiring new approaches and a diverse leadership team bringing different experiences and perspectives to bear. A large part of business growth will come from six communities: Asian, Black, Latino, LGBT, Millennials, and Persons with Disabilities (PWDs). With this in mind, the Business-to-Business Breakfast Forum brought together a panel of executives who explored how Employee Resource Groups can build a more diverse and inclusive workplace and workforce while providing valuable consumer insights and business-building ideas. Erby L. Foster, Jr., CPA, Senior Advisor, Clorox Company, served as the emcee of the session. Panelists included Kwawu, Babineaux-Fontenot, Davis, Dozier and Kryder.
Student Activities
The 27th Annual Scholarship Luncheon focused on encouraging financial support for the profession’s brightest minority accounting and finance students. Scholarships valued at $114,000 were bestowed upon 64 NABA student members representing colleges and universities nationwide.

The winner of the 2014 KPMG/NABA Case Study Competition was the University of Maryland. Twelve teams from across the country competed in this two-day event, where students identified and analyzed issues associated with an MBA-level case study and presented recommendations that incorporated their knowledge of the current global marketplace.

Awards Gala
During the Annual Awards Gala, NABA honored the following:

Sheila Taylor-Clark, CPA
Community Service Award

Ernst & Young
Corporate Diversity Award

Glenda Glover, CPA, J.D., Ph.D.
National Achievement Award in Education

Ray Price, Jr.
National Achievement Award in Industry

Malcomb D. Coley, CPA
National Achievement Award in Public Accounting

Earl G. Fagan, Jr., CPA
Outstanding Member

Jamila Abston, CPA, CFE, CFF
Rising Star Award

Norman K. Jenkins, CPA
Walking the Road Less Traveled

Women of NABA Network
The 2014 Women of NABA Network (WONN) focused on women learning how to relate to other women. A study conducted by the Executive Leadership Council concluded that African American women’s professional relationships are struggling and that this prevents their assent to higher positions in corporate America. With that theory in mind, 250 women gathered at this session to learn how to improve the quality of their relationships as well as their executive presence.
Deloitte sponsored, “Business Chemistry: Using Science to Improve the Art of Relationships” a course that targeted women with up to 14 years of experience and exposed them to the Business Chemistry personality system that “draws upon the latest statistical modeling technology to reveal scientifically based patterns of behavior.”

Women with 15 years of experience or more were treated to a panel discussion featuring C-Suite level executives who shared personal insight on the key factors that prevent women of color from holding C-Suite level positions. The Women of NABA program concluded as it does each year with Deloitte’s popular luncheon, which featured Judy Smith, the woman whose life the ABC hit show “Scandal” is based on. “The Real-Life Olivia Pope” regaled attendees with her real-life narrative and took questions from the audience.

NABA Cares: NABA Day of Service

The 2014 NABA Cares program was a tremendous success! NABA partnered with the Capital Area Food Bank (CAFB), a nonprofit that raises money and collects food donations to be distributed to residents of the District of Columbia. The CAFB has a special campaign dedicated to fighting senior hunger that plagues the local DC community. More than 100 NABA members gathered at the CAFB facility to prepare bags loaded with nutritious necessities to be given to those Seniors in need. By the close of the event, program participants packed more than 3,500 bags of groceries and donated $1,000 to their cause.

The NABA Day of Service program is a segment of the National NABA Cares initiative that seeks to give back to the communities that host and support our National Convention & Expo. Each year NABA partners with a local organization within close proximity to our annual convention site to join them in uplifting their cause.

Leadership Development Institute

The Leadership Development Institute is one of NABA’s premiere professional development programs. Each year, NABA partners with top Universities to offer two days of engaging seminars, panels and classroom sessions. For the 2014 convention, NABA partnered with Georgetown University, Howard University and GE to provide the Executive track, the Aspiring Leaders track and the Management track, respectively. Each track is specifically designed to address the varying needs and levels of experience of NABA’s professional members.
The Executive track (Sponsored by PwC) had maximum attendance and held classes at both the Washington Marriott Marquis and at the Georgetown University campus. Participants who completed the full two days of classes received a certificate of completion from the University.

The Management track (MLDI) welcomed back George Anderson, Business Learning Leader at GE and who was tremendously well-received as the leader of the 2013 MLDI program.

Lastly, Frank Ross and the Howard University School of Business Center for Accounting Education partnered with Lee Hecht Harrison to offer the Aspiring Leaders track (Sponsored by McGladrey) to 30 early career professionals eager to learn the tools necessary to take their careers to the next level.
Two decades ago, there were only 294 African Americans, Hispanic Americans and Native Americans at the front of classrooms in U.S. business schools. Today, that number has more than quadrupled to 1,237, and there are another 332 minority doctoral students who will take their places in classrooms over the next few years. This important progress in increasing the number of minority educators is largely due to the work of the PhD Project.

The PhD Project, a 501(c) (3) organization founded in 1994 by the KPMG Foundation, recruits minority professionals from business into doctoral programs in all business disciplines. The Project attacks the root cause of minority under-representation in corporate jobs: historically, very few minority college students study business as an entrée to a corporate career. Diversifying the faculty attracts more minorities to study business and better prepares all students to function in a diverse workforce.

One of The PhD Project recruits is Dr. Arthur Wharton III, assistant professor of accounting at Towson University in Maryland. Wharton, whose background is finance, was an adjunct professor who wanted to teach full time when an advertisement about the PhD project caught his attention. After missing the application deadline for a couple of years, he applied and was invited to the 2003 PhD conference in Chicago. The impact of The Project on Wharton is clear. “Those two days in Chicago changed my life,” said Wharton. “I left the conference determined to get into a teaching program by the next school year and was accepted at Morgan State University.” Today, Wharton teaches accounting and says that his focus is to impress upon students the “user side” of accounting. “The financial information provided by an accountant is needed to make significant business decisions.”

In 2012, Dr. Wharton was honored by the NABA Metropolitan Baltimore Chapter as the Outstanding Educator.

Dr. Denise Streeter, a NABA member who signed the original charter of the Accounting Doctoral Student Association in 1994, was a practicing CPA at the time and had just completed a study on The First 100 Black CPAs for NABA, which she credits with sparking her interest in research. She began her inquiry into the PhD journey by attending the 1999 PhD Project Conference.

Dr. Streeter recently earned her PhD in Finance from Old Dominion University and became the 29th female, African American, finance business school professor in the U.S. Dr. Streeter states that she is “most excited to join the hundreds of faculty who have received The PhD Project’s graduation cap with the multi-colored tassel as it will remind me of my opportunity to help all students to complete their business education and enter corporate America.”

The PhD Project and KPMG Foundation have a long and impactful history with NABA. KPMG Foundation provides $10,000 per year for the Frank Ross/KPMG Scholarships. Ross, a retired KPMG Partner and former chair of the Foundation, is a NABA co-founder. In 2010, NABA honored Bernard J. Milano, president of the KPMG Foundation and The PhD Project, as a NABA Legend.
The Pipeline Project— a nationwide effort being implemented by the AICPA to target high schools and colleges to increase the number of underrepresented minorities (URM) in the accounting profession—began two years ago at the Howard University School of Business Center for Accounting Education (CAE). CAE, led by Frank Ross, NABA co-founder and first national chairman, brought together chief diversity officers (CDO) of the nation’s top accounting firms to generate recommendations on upward mobility and retention of African Americans in the accounting profession. It was agreed by the CDOs during these meetings that the accounting profession does not have enough qualified or interested URM students coming into the accounting pipeline.

Ross went into problem-solving mode and the CAE pulled together the Pipeline Working Group (PWG), which consisted of representatives of the seven largest accounting firms, leaders from minority-owned accounting firms, AICPA, NABA, ALPFA, ASCEND, the New Jersey Society of CPAs, and Howard University. In April 2014, CAE published the PWG’s report – “Attracting Underrepresented Minorities to the Accounting Profession: Insights Into Diversifying the Talent Pipeline” – which recommended a five-point initiative:

• Communication, marketing and awareness
• School-based programs
• Internships and career exploration opportunities
• Scholarships
• CPA and other professional certifications

The report states: “The need to expand recruitment efforts, to boost public appreciation of the profession’s value, to improve accounting curriculum, and to reach out to high school and college students and those who provide them with guidance also seems clear. Reaching diversity goals has proven tougher than expected. The Pipeline Project, can strengthen the profession and enhance client service by creating more diverse teams and wide-ranging perspectives that reflect the world we live in.”

In November 2013, the AICPA, in partnership with CAE, agreed to develop an implementation plan for the Pipeline Project. The final plan was rolled out at the CDO meeting in April 2014 during which the CDOs agreed to support the Project with the following goals confirmed as the initial areas of emphasis:

• Increase communication and awareness in diverse communities
• Increase support of school-based programs
• Increase the number of minorities who sit for and pass the CPA exam

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National Convention Registration Fees

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