

Revised Third Edition

Walter T. Harrison

Charles T. Horngren

Accounting 271

Custom Edition Published for the University of Michigan

FINANCIAL ACCOUNTING

Revised Third Edition

Walter T. Harrison
Charles T. Horngren

Accounting 271

Custom Edition Published for the University of Michigan



Cover Image: Tony Stone Images.

Taken from:

Financial Accounting, Third Edition, by Walter T. Harrison, Jr., and Charles T. Horngren Copyright © 1998, 1995, 1992 by Prentice-Hall, Inc. A Pearson Education Company Upper Saddle River, New Jersey 07458

This copyright covers material written expressly for this volume by the editor/s as well as the compilation itself. It does not cover the individual selections herein that first appeared elsewhere. Permission to reprint these has been obtained by Pearson Custom Publishing for this edition only. Further reproduction by any means, electronic or mechanical, including photocopying and recording, or by any information storage or retrieval system, must be arranged with the individual copyright holders noted.

This special edition published in cooperation with Pearson Custom Publishing

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

Please visit our web site at www.pearsoncustom.com

ISBN 0-536-61002-9

BA 992209



For our wives, Nancy and Joan

DEAR STAKEHOLDERS:

We are pleased to introduce the third edition of *Financial Accounting*. To reflect the changing nature of the course, we have significantly reengineered our book.

OUR MISSION

It's not information until you use it to make a decision. This is the theme of our text. The financial statements contain a wealth of information that managers, investors, and creditors need to evaluate a company's operations. But to fully understand those statements, managers must know how they've been prepared. Thus we take a two-pronged approach throughout this book—simultaneously showing how the statements are prepared *and* how decision makers use those statements.

A LEANER ORGANIZATION

We are all aware of the constraints on our time, as well as the demands of our stakeholders (both instructors and students). Thus this new edition focuses on presenting the *core* of financial accounting along with applications. We have cut more than 100 pages and reduced the book from 19 chapters to 13 chapters.

WE'D LIKE TO HEAR FROM YOU

The bases of our success are simple: (1) quality, and (2) customer service. We are dedicated to continuous improvement, to achieving 100% satisfaction in our relationships with our customers. If you have any suggestions, we'd like to hear from you. Please write to us at the addresses below, and we will respond promptly.

Tom Harrison

Walter T. Harrison, Jr. Baylor University tom_harrison@ baylor.edu Charles T. Horogram

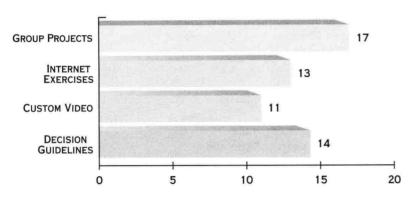
Charles T. Horngren Stanford University horngren_charles@gsb.stanford.edu

此为试读,需要完整PDF请访问: www.ertongbook.com

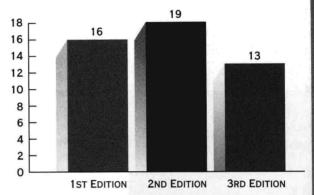
A SUMMARY OF PRODUCT ENHANCEMENTS

QUALITY ASSURANCE

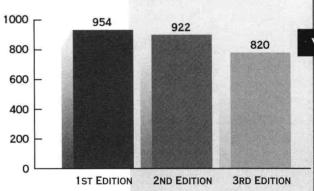
New to the Third Edition



NUMBER OF CHAPTERS



NUMBER OF PAGES



Sources and Uses of Cash

Coverage of the Statement of Cash Flows

CHAPTER	NEW MATERIAL				
133	INTRODUCTION TO THE STATEMENT OF CASH FLOWS (SCF)				
3 0400 (h	ANALYZING THE FINANCIAL STATEMENTS OF A REAL COMPANY (HAWAIIAN				
5500	AIRLINES, INC.), INCLUDING THE SCF				
5	RELATING SHORT-TERM INVESTMENTS AND RECEIVABLES TO THE SCF				
6	REPORTING INVENTORY TRANSACTIONS ON THE SCF				
7	REPORTING PLANT ASSET TRANSACTIONS ON THE SCF				
80 1111	REPORTING FINANCING ACTIVITIES ON THE SCF				
9 3504	REPORTING STOCKHOLDERS' EQUITY TRANSACTIONS ON THE SCF				
10	USING THE SCF TO INTERPRET A COMPANY'S INVESTMENT ACTIVITIES				
12	PREPARING THE SCF; INVESTORS' AND CREDITORS' USE OF CASH-FLOW				
13 10	USING THE SCF IN DECISION MAKING				
	ALL WALLES OF THE REAL BOOK OF THE REAL				

V I

"Excellent. I especially like the Lands' End financial statements. This chapter is very effective in illustrating basic concepts from a user's per-

> Pat Evans Auburn University

spective."

"The section on 'How Managers and Owners Use the Bank Reconciliation' is a very good addition. But perhaps the part that I like most is the new section on 'Using a Budget to Manage Cash.' It is a feature like this that really distinguishes a textbook."

Patrick M. Premo St. Bonaventure University

"Finally somebody has eliminated the redundancy of the separate chapters on merchandising and inventories. Harrison/Horngren have accomplished this splendidly." Gregory S. Kordecki Clayton State University

PRODUCT ENHANCEMENTS

Chapter 1: Summarizing Business Activity and Using the Financial Statements

- •Introduction to all the major financial statements, including the statement of cash flows
- Transaction analysis eliminated; decision making emphasized

Chapter 2: Processing Accounting Information

- •Accounting cycle now covered in 2 chapters rather than 3
- •Transactions analyzed first in terms of their effects on the accounting equation and second in terms of debits and credits

Chapter 3: Accrual Accounting and the Financial Statements

- •Worksheet moved to end-of-chapter appendix
- •New applied material: Using the Current Ratio and Using the Debt Ratio

Chapter 4: Internal Control and Managing Cash

•New section: Managing Cash and Budgeting

Chapter 5: Accounting for Short-Term Investments and Receivables

•New applied material: Using the Quick Ratio and Day's Sales in Receivables; Using Receivables to Finance Operations

Chapter 6: Accounting for Merchandise Inventory, Cost of Goods Sold, and the Gross Margin

- •Inventory methods and COGS now treated in one chapter
- •New material: Managers', Investors', and Creditors' Use of the COGS Model for Decision Making

Chapter 7: Accounting for Plant Assets, Intangible Assets, and Related Expenses

•New applied material: Making Decisions on Plant Assets and Related Expenses

Chapter 8: Accounting for Current and Long-Term Liabilities

- •Combines short-term and long-term liabilities into one chapter; payroll accounting discussed only briefly
- •Time value of money discussed in optional end-of-book appendix
- •New applied material: Financing with Debt versus Stock

FEATURED COMPANY AND VIDEO

Lands' End, Part 1

Lands' End. Part 2

It's Just Lunch

Grant LeForge & Co./ Iosé Gomez

Intel

Huntington Galleries

Home Depot

America West Airlines

PRODUCT PROFILE

PRODUCT ENHANCEMENTS

International Operations

transactions

FEATURED COMPANY AND VIDEO

Chapter 9: Measuring and Reporting Stockholders' Equity

Chapter 10: Accounting for Long-Term Investments and

•Improved material on managing cash in international

•New decision-oriented material: Investing in Stock

General Motors/GMAC

IHOP

"A significant improvement with combining [two chapters] from the previous edition. This adds continuity, clarity, and conciseness. In Chapter 9, the authors have done an excellent job of covering the fundamental issues related to equity."

Chapter 11: Using the Income Statement and Financial Statement Notes: Additional Corporate Reporting Issues

- •New section on quality of earnings and the investment capitalization rate
- •Includes extended discussion of the notes to the financial statements, MD&A, and auditors' report

May Department Stores

Timothy B. Griffin University of Missouri, Kansas City

Chapter 12: Preparing and Using the Statement of Cash Flows

- •New section on free cash flow
- •New decision-oriented material: Investors' and Creditors' Use of Cash-Flow and Related Information

W.T. Grant & Company

Bristol-Myers Squibb, Procter & Gamble

Chapter 13: Financial Statement Analysis for Decision Making

New material on benchmarking versus the industry and key

- New material on benchmarking versus the industry and key competitors
- •New discussion of economic value added (EVA)

and 'Using Cash Flow Information' sections are valuable additions to Chapter 12."

"The 'Decision Guidelines'

Sue Gunckel Albuquerque TVI

APPENDIXES

A: The Annual Report of Lands' End, Inc.

- •Featured in the Financial Statement Cases at the end of each chapter
- B: Time Value of Money: Future Value and Present Value*
- C: Summary of Generally Accepted Accounting Principles
- •Replaces a complete chapter on GAAP; GAAP is fully integrated throughout the text
- D: Accounting for Partnerships*
- E: Modern Accounting Information Systems
- •An introduction to electronic spreadsheets and databases
- F: Special Accounting Journals*
- G: Check Figures
- *Includes exercises and problems.

"The authors have done an excellent job integrating AIS and GAAP throughout."

Carolyn Streuly
Marquette University

VII

FINANCIAL HIGHLIGHTS

New

DECISION GUIDELINES

Decision Guidelines provide tips on how managers, creditors, and investors use financial statements and other forms of accounting information.

REAL FINANCIAL STATEMENTS WITH CUSTOM ON LOCATION VIDEOS

Each chapter begins with the financial statement of a well-known organization and a story that draws students into accounting concepts. Each example is accompanied by a **high-interest video clip**, produced especially for this book. Among the companies featured:



- •Lands' End
- Intel
- •General Motors
 Acceptance Corp.
- America West Airlines
- •May Department Stores
- •IHOP

Decision Guidelines

Financing With Debt or With Stock

Decision

Guidelines

How will you finance your business's operations?

Your financing plan depends on several factors, including the ability of the business's operations to generate cash flow, your willingness to give up some control of the business, the amount of financing risk you are willing to take, and the business's credit rating.

Do the business's operations generate enough cash flow to meet all its financing needs?

If yes, the business needs little outside financing. There is no need for debt.

If no, the business will need to issue additional stock or borrow the money it needs.

Are you willing to give up some of your control of the business?

If yes, then issue stock to other stockholders, who can vote their shares to elect the company's directors.

If no, then borrow from bondholders, who have no vote in the management of the company.

How much financing risk are you willing to take?

If much, then borrow as much as you can. This will increase the business's debt ratio and the risk that it will be unable to pay its debts.

If little, then borrow sparingly.
This will hold the debt ratio down and reduce the risk of default on borrowing agreements.

Haw and

he b



VIII

INTERNET EXERCISES

A huge assortment of financial information is available on the World Wide Web. Each chapter features an Internet Exercise tied to the chapter's opening story and video. Check out the Harrison/Horngren Financial Accounting site at http://www.prenhall.com/phbusiness, which remains up-to-date even as company addresses and URLs change. The Harrison/Horngren Web site also contains links to many of the companies featured as examples in the text.



Accounting/Taxation
CIS/MIS/Software
Decision Science/
Business Statistics
Economics

Finance Legal Studies Management/Gen.Business

PHLIP

Book Specific Sites Authors' Home

Welcome to the Prentice Hall Business Publishing Web Site!

LEARNING BY DOING

STOP & THINK

To learn accounting, students must use accounting. Stop & Think features ask students to pause and think about what they've read—to put the concepts they've learned into practice.

MIDCHAPTER
AND END-OFCHAPTER
SUMMARY
PROBLEMS

Accounting knowledge is cumulative. Students cannot simply discard what they've learned after they've taken the first exam if they hope to do well on the next one. Each chapter features two summary problems that ask students to work with the material encountered in the chapter thus far. Complete solutions are provided.

STOP & THINK Test your ability to use the cash-flow statement. During the fiscal year ended January 28, 1996, The Home Depot paid \$1,278.1 million for plant assets. The cash-flow statement reports this cash payment as Capital Expenditures, a common description. During the year the company sold property and equipment, receiving cash of \$29.4 million. The Home Depot labels the cash received as Proceeds from Sales of Property and Equipment, also a common reporting practice. The \$29.4 million is the amount of cash received from the sale of plant assets. It is neither the cost nor the book value of the assets sold. If the cash received from the sale differs from the asset's book value, the company reports a gain or a loss on the sale in the income statement.

- 1. Make an entry in the journal to record The Home Depot's capital expenditures during the year.
- 2. Suppose the book value of the property and equipment that The Home Depot sold was \$31.5 million. The assets' cost was \$52.7 million and their accumulated depreciation was \$21.2 million. Record the company's transaction to sell the property and equipment. Also write a sentence to explain why the sale transaction resulted in a loss for The Home Depot.

Answer:

		Millions	
1.	Property and Equipment		1,278.1
2.	Cash	29.4	
	Accumulated Depreciation	21.2	
	Loss on Sale of Property and Equipment	2.1	
	Property and Equipment		52.7
	Sold property and equipment.		

The company sold for \$29.4 million assets that had book value of \$31.5 million. The result of the rate was a loss of \$2.1 million.

Mid-Chapter

SUMMARY PROBLEM FOR YOUR REVIEW

Humana, Inc. is one of the largest U.S. managed health-care companies. It provides a full array of health plans, including health maintenance organizations (HMOs) and administrative-services-only plans. The largest current asset on Humana's balance sheet is Marketable Securities (short-term investments). Note 4 to Humana's financial statements indicates that U.S. government securities, tax-exempt bonds, and corporate bonds make up the bulk of the company's marketable securities.

Assume Humana paid \$1,136 million when it purchased the marketable securities in November 19X5. At December 31, 19X5, their amortized cost is \$1,144 million, and their market value is \$1,156 million.

Required

Test your understanding of accounting for short-term investments by answering these questions about Humana's marketable securities.

1. If Humana plans to hold the marketable securities until their maturity, will these securities be classified as held-to-maturity, trading, or available-for-sale? At what amount will Humana report the investment on the balance sheet at December 31, 19X5? What will Humana report on its income statement for 19X5?

Answer

Humana's income statement will report:

ce shee

THE BEST IN
BRIEF
OTHER FEATURES
THAT CONTRIBUTE
TO OUR SUCCESS:

- •Integrated coverage of the statement of cash flows
- •Analysis of transactions through the accounting equation
- •Hundreds of examples
 from real-world companies
 like Coca-Cola and
 Toys" N"Us
- •New group projects in every chapter
- •Concept highlights that summarize key material
- •The finest exercises and problems of any textbook, many featuring decision settings at real companies like Sprint and Wal-Mart
- •Concept links that help students review earlier discussions of technical material
 - •Writing exercises in every chapter



foundation for our main product—

CORPORATE PROFILE

the Financial Accounting, 3/E text.

-		-	к и	_
	_	_	n n	_
- 1	п		IVI	

MISSION STATEMENT

FIND IT HERE

Cash Management Businesses must carefully monitor their inflows and outflows of cash.

- •Chapter 4 presents new material on budgeting, managing cash, and speeding the collection of cash from sales.
- •The statement of cash flows (SCF) is introduced as an instrument of analysis in Chapter 1, and revisited throughout the text. See, for example, the following optional sections:
 - •Chapter 5: Relating short-term investments and receivables to the SCF
 - •Chapter 7: Reporting plant asset transactions on the SCF
 - •Chapter 8: Reporting financing activities on the SCF
 - •*Chapter 10*: Using the SCF to interpret a company's investing activities
- •Chapter 12 explains the preparation of the statement of cash flows, step by step.

Internal Control

Managers must use an effective internal control system to safeguard the organization's assets.

- •Internal control issues are introduced and discussed in detail in Chapter 4.
- •Internal control is addressed in relevant chapter sections—for example:
 - •Chapter 5: Establishing internal control over the collection of receivables
 - •Chapter 6: Internal control over inventory
 - •Chapter 7: Internal control over plant assets

Accounting Information Systems

Computers and management information systems have revolutionized accounting, freeing accountants to spend more time on management and consulting activities.

- •The role of computers in accounting is introduced in Chapter 1. Each chapter discusses the uses of computers in the various accounting processes. For example:
 - •Chapter 3: Automatic monthly depreciation calculated and posted by computer
 - •Chapter 5: Calculating interest payments with computers
 - •Chapter 10: Using computers for consolidation accounting
 - •Chapter 12: Using computers to prepare the statement of cash flows
 - •Chapter 13: Using computers to calculate financial ratios and to compare companies' performance
- Appendix E provides an introduction to spreadsheets and databases.

Ethics

Accountants must subscribe to the highest ethical standards.

- •Ethical Issues are featured in every chapter's problem material.
- •In-chapter discussions throughout the text—for example:
 - •Chapter 3: Ethical issues in accrual accounting
 - •Chapter 6: Ethical issues in inventory accounting
 - •Chapter 7: Ethical issues in accounting for plant assets and intangibles
 - •Chapter 8: Ethics of reporting contingent liabilities

X

MANAGEMENT DISCUSSION & ANALYSIS

We had a successful and fulfilling year of product revision, and we feel very confident in our book's ability to meet our customers' needs.

Because Financial Accounting, 3/E focuses on the most widely used accounting theory and practice, it falls clearly into the mainstream of modern accounting. At the same time, the book incorporates many of the pedagogical improvements suggested by the Accounting Education Change Commission (AECC)—a user perspective, an emphasis on critical thinking skills and decision making, group learning activities, a business context for accounting, and the integration of ethical and international issues.

The text follows the authors' teaching method, which is to lead students into accounting through a series of dynamic examples from the real world of business. Each chapter begins with an application that eases students into the accounting concepts being discussed. How different from the days when educators assumed that students were naturally interested in accounting! They are not. It is the text's job, and the educator's job, to spark students' interest in the material, to show the application of accounting to their lives. Once they see the relevance of accounting, students will learn it.

REPORT OF INDEPENDENT AUDITORS

To the stakeholders of Harrison and Horngren's Financial Accounting, 3/E:

We understand that textbooks and their ancillary materials need to be 100% error-free. Ensuring this type of accuracy is a major undertaking, given that accounting books are generally typeset by nonaccountants. Thus, to ensure complete accuracy in the text, we, the undersigned accountants, have checked every stage of proof, from original manuscript through final typeset pages. Through careful examination of every stage of the publishing process, we have also made every effort to ensure that the book's accompanying Solutions Manual is also error-free.

Betsy Willis

Betsy Willis Baylor University

Thomas Hora

Thomas Hoar Houston Community College

Carolyn Strenly

Carolyn Streuly Marquette University Becky Jones

Becky Jones Baylor University

Fred R Jan

Fred R. Jex Macomb Community College

July & Aff

Timothy B. Griffin University of Missouri, Kansas City Downt 11. Barons

Robert H. Bauman Allan Hancock College

Brian F. Ready, MBA

Burn Illean

number of innovative supplements.

SUBSIDIARIES

ON LOCATION VIDEO PACKAGE

This video series, created exclusively for Prentice Hall, uses TV's fast-paced and engaging qualities to focus on the financial accounting activities of real-world companies. These high-impact videos take students on location at such companies as Lands' End, Intel, Home Depot, General Motors Acceptance Corp., and many more. The Video Guide, in the Instructor's Manual, provides suggestions for integrating the videos into classroom lectures.

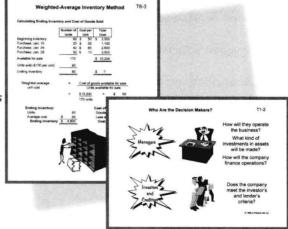
TEACHING TRANSPARENCIES

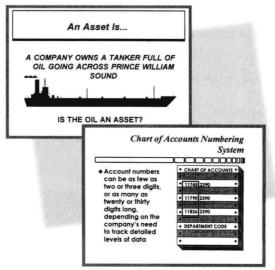
These teaching acetates provide overviews and outlines of chapter topics. Many of these acetates feature *additional* exhibits, examples, and step-by-step explanations not provided in the text. The *Instructor's Manual* provides Lecture Notes for each teaching transparency.

PH PROFESSOR: CLASSROOM PRESENTATIONS ON POWERPOINT

A PowerPoint presentation is available for each chapter of the text. Each module presents chapter material using colorful graphics and charts, innovative ways of explaining text concepts, and interactive activities for students. PowerPoint also provides instructors with the flexibility to add, delete, or modify existing slides.







OUR CORE SUBSIDIARIES:

Solutions Manual • Instructor's

Manual and Video Guide • Test

Item File • Prentice Hall Custom

Test software

FOR OUR MOST
IMPORTANT
CUSTOMERS, THE
STUDENTS:

Working Papers • Study Guide

- Power Notes on the Web
 Activities in Financial
 Accounting, by Martha S. Doran
- Interpreting and Analyzing
 Financial Statements, by Karen
 Schoenebeck Spreadsheet
 Templates (Excel and Lotus) to
 accompany text exercises and
 problems



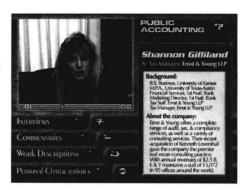
XII

TECHNOLOGICAL VENTURES

CAREER PATHS IN ACCOUNTING CD-ROM

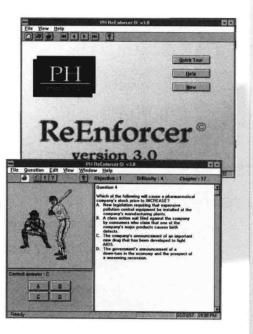
Winner of the New Media INVISION Gold Award in Education

This CD-ROM provides students with a dynamic, interactive job-search tool. The CD includes workshops in career planning, résumé writing, and interviewing skills. Students can learn about the latest market trends, facts about the profession, and the skills they need to land the right job. The CD also provides salary information, video clips describing specific jobs, and profiles of accounting professionals.



PH RE-ENFORCER TUTORIAL SOFTWARE 3.0 FOR WINDOWS

This enhanced interactive tutorial allows students to work through accounting problems to reinforce concepts and skills covered in the text. Users can work through multiple-choice questions, short exercises, vocabulary games, and case problems using multimedia graphics and a computer tutorial environment. This release has new printing capabilities, and students can now retrieve questions based on learning objective and/or difficulty level. A *Teacher's Edition* allows instructors to edit, change, and add existing or additional material.



PRENTICE HALL ACCOUNTING WEB SITE

For the best in accounting on the Internet, visit our home page at

http://www.prenhall.com/phbusiness.
Both faculty and student supplements are available on this Web site, including PowerPoint presentations, Power Notes, Teaching Transparencies, and Spreadsheet Templates.



QUICK TOURS

Interested in learning about
Re-Enforcer or the Prentice
Hall Accounting Software
(PHAS) quickly and easily?
Both packages now include
Quick Tours that provide
students with step-by-step
instructions on how to use
the program. Quick Tours
also allow students to run
practice drills on all the



types of problems within

each software package.

OUR CORE TECHNOLOGY PRODUCTS:

• Prentice Hall Accounting
Software (PHAS)—

A general ledger package to accompany textbook exercises and problems.

 Training Video, by Jean Insinga—to teach instructors how to use
 Prentice Hall's technology products. XIII

TEXT REVIEWERS

Kim L. Anderson Indiana University of Pennsylvania

James M. Emig Villanova University

Pat Evans Auburn University

Kevin Feeney Southern Connecticut State University

Timothy B. Griffin University of Missouri - Kansas City & Johnson County Community College Sue Gunckel Albuquerque TVI Community College

Jim Haischer Polk Community College

Gregory S. Kordecki Clayton State College

Keith R. Leeseburg Manatee Community College

Alfonso Oddo Niagara University Patrick M. Premo St. Bonaventure University

Victoria Rymer University of Maryland at College Park

Margaret Shelton University of Houston - Downtown

Carolyn Streuly Marquette University

Diane L. Tanner University of North Florida

FOCUS GROUP PARTICIPANTS

John Aheto Pace University

Ashton Bishop James Madison University

Bill Geary College of William & Mary Ken Hiltebeitel Villanova University

Rita Kingery University of Delaware - Newark

Frank Lordi Widener University John Rude St. John's University

John Sigler University of Baltimore

SUPPLEMENTS AUTHORS

Instructor's Manual Becky Jones Betsy Willis Baylor University

PowerPoint Presentations/ Power Notes Grace F. Johnson-Page Marietta College

Software Consultant Jean Insinga Middlesex Community College Spreadsheet Templates Albert Fisher Community College of Southern Nevada

Study Guide Stephen C. Schaefer Contra Costa College

Teaching Transparencies Diane L. Tanner University of North Florida Test Item File Alice B. Sineath, CPA Forsyth Technical Community Colleg

Video Producer Beverly Amer Northern Arizona University

Working Papers Ellen Sweatt DeKalb College - North

χV

TEXT REVIEWERS, FIRST & SECOND EDITIONS

Salvador D. Aceves Napa Valley College

Nina Brown Tarrant County Junior College -Northwest

Kurt H. Buerger Angelo State University

Glenn Bushnell DeAnza College

Eric Carlson Kean College of New Jersey

Wallace P. Carroll J. Sargeant Reynolds Community College

Donna Chadwick Sinclair Community College

Darrel W. Davis University of Northern Iowa

S.T. Desai Cedar Valley College

Carl J. Fisher Foothill College

Jessica Frazier Eastern Kentucky University

Marilyn Fuller Paris Junior College

Roger Gee San Diego Mesa College

Lucille Genduso Nova University

James Genseal Joliet Junior College

Barbara Gerrity Berkeley School of Westchester

Gloria Grayless Sam Houston State University

Ann Gregory South Plains College

Debby Halik Ivy Technical College Jim Hansen North Dakota State University

Saad Hassanein Marymount University

Jimmie Henslee El Centro College

Cynthia Holloway Tarrant County Junior College -Northeast

Andrew Hrechek Seton Hall University

Jean Insinga Middlesex Community College

Tyronne James Southern University of New Orleans

Fred R. Jex Macomb Community College

Mary Thomas Keim Indiana University of Pennsylvania

Nancy L. Kelly Middlesex Community College

Randy Kidd Penn Valley Community College

Raymond L. Larson Appalachian State University

Cathy Larson Middlesex Community College

Linda Lessing SUNY College of Technology -Farmingdale

Lola Locke Tarrant County Junior College

Cathy Lumbattis Southern Illinois University

Paul Mihalek University of Hartford

Graham Morris

Bruce Neumann University of Colorado - Denver

Alfonso R. Oddo Niagara University Linda Overstreet Hillsborough Community College

Robert Palmer Troy State University

Karen Russom North Harris College

Sherry Shively Johnson County Community College

Kathleen Simione Quinnipiac College

Dorothy Steinsapir Middlesex Community College

Gracelyn Stuart Palm Beach Community College

Diane L. Tanner University of North Florida

Kathy Terrell University of Central Oklahoma

Cynthia Thomas Central Missouri State University

John Vaccaro Bunker Hill Community College

Paul Waite Niagara Community College

Martin Ward DeVry Institute of Technology

Jim Weglin North Seattle Community College

Bill Wempe Wichita State University

Dale Westfall Midland College

Phoenix College

Joe Zernick Ivy Technical College

ENGLISH AS A SECOND LANGUAGE REVIEWER

FOCUS GROUP PARTICIPANTS

Richard Ahrens Los Angeles Pierce College

Charles Alvis Winthrop University

Juanita Ardavant Los Angeles Valley College

Patricia Ayres Arapahoe Community College

Carl Ballard Central Piedmont Community College

Maria Barillas Phoenix College

Dorcus Berg Wingate College

Angela Blackwood Belmont Abbey College

Gary R. Bower Community College of Rhode Island

Jack Brown Los Angeles Valley College

Virginia Brunell Diablo Valley College

James Carriger Ventura College

Stan Carroll New York City Technical College

Janet Cassagio Nassau Community College

Les Chadwick University of Delaware

Stanley Chu Borough of Manhattan Community College

Kerry Colton Aims Community College

Shaun Crayton New York City Technical College

Susan Crosson Santa Fe Community College

Don Daggett Mankato State University

Joneal W. Daw Los Angeles Valley College

Lyle E. Dehning Metropolitan State College

Wanda Deleo Winthrop University Jim Donnelly Bergen Community College

Bruce England Massasoit Community College

Dave Fellows Red Rocks Community College

Roger Gee San Diego Mesa College

Marty Ginsberg Rockland Community College

Earl Godfrey Gardner Webb University

Jean Gutmann University of Southern Maine

Ralph W. Hernandez New York City Technical College

Carl High New York City Technical College

Mary Hill University of North Carolina -Charlotte

Jean Insinga Middlesex Community College

Bernard Johnson Santa Monica College

Diane G. Kanis Bergen Community College

John Keelan Massachusetts Bay Community College

Mary Thomas Keim Indiana University of Pennsylvania

Cynthia Kreisner Austin Community College

Cathy Larson Middlesex Community College

Raymond L. Larson Appalachian State University

Linda Lessing SUNY College of Technology -Farmingdale

Angela LeTourneau Winthrop University

Frank Lordi Widener University

Audra Lowray New York City Technical College

Grace Lyons Bergen Community College

Winthrop University

Ed Malmgren
University of North Carolina University of North Carolina Charlotte en tongbook. com

Paola Marocchi New York City Technical College

Larry McCarthy Slippery Rock University

Linda Spotts Michael Maple Woods Community College

Greg Mostyn Mission College

Kitty Nessmith Georgia Southern University

Lee Nicholas University of Northern Iowa

Terry Nunnelly University of North Carolina -Charlotte

Al Partington Los Angeles Pierce College

Juan Perez New York City Technical College

Ron Pierno University of Missouri

Geraldine Powers Northern Essex Community College

Harry Purcell Ulster County Community College

John Ribezzo Community College of Rhode Island

Rosemarie Ruiz York University

Stephen C. Schaefer Contra Costa College

Parmar Sejal Bergen Community College

Lynn Shoaf Belmont Abbey College

Walter J. Silva Roxbury Community College

Leon Jo Singleton Santa Monica College

David Skougstad Metropolitan State College

Paul Sunko Olive-Harvey College

Chandra Taylor New York City Technical College

Phillip Thornton Metropolitan State College

John L. Vaccaro Bunker Hill Community College