

## APLG – CRITICAL ISSUES

Grouping?	Description of Issue	What needs improvement or change	Desired Outcome (Where do you want to be with this issue? What needs to happen?)	Priority	Urgency	Explanation
	Defining our market space; our mission	Domestic/International, Small/Large, - Consideration of Combination with the FSA Ill-defined mission – enhancing accounting education?	Increasing membership and diversity of membership. More members from programs without AACSB accreditation, more members from outside the U.S. Perhaps target a percentage of Schools with separate AACSB accreditation whose director/chair is a member of APLG (75%?).			
3	Articulating leadership paths	Leadership Development Skills, Other Paths Available (Deans, etc.) Serve as a resource for accounting leaders as they plan their careers. Consider creating an emeritus program to engage former leaders in mentoring	<ol style="list-style-type: none"> <li>1) Leadership profiles: generate profiles (short bios) of accounting leaders and make them available to our members either on the website, in a newsletter (rotating profiles), or feature leaders at panel sessions or roundtables at APLG meetings or the AAA annual meeting.</li> <li>2) Leadership transition tools: workshops or CPE sessions that help prepare our members for transitions in and out of leadership roles.</li> <li>3) Career preparation: provide education that helps aspiring leaders understand the preparation needed for various leadership roles (such as in a workshop, CPE session, online community discussions, etc.)</li> <li>4) Mentoring: match established acct program leaders with faculty or leaders in different career stages to facilitate mentor/mentee relationships.</li> <li>5) Leadership styles: provide training to our members to help them develop, understand or assess their leadership style.</li> <li>6) Work with Deans and linked in to make connections to emerging/existing leaders</li> <li>7) Training programs/materials for program leaders?</li> </ol>			
	Further develop section strategy and execution plan	Help section leadership focus on highest/best use of section resources. Focus the planning and evaluation of programs/activities/initiatives around strategic plan. Provide consistent vision that can be sustained as volunteer leaders rotate through the organization. Focus use of committees, regions, and committee liaisons to accomplish section mission. Enhance continuity or succession planning for section.	Strategic Plan			
	Lack of access of best management practices	e.g., managing external advisory boards, where is Program Leader Handbook (new member tool) – get firms to assist with publication/organization of material? Why do we think that this is important?? Is it the fast-start for new accounting program leaders? If so, how do we do this?, NEED TO CONSIDER COST/BENEFIT curriculum/outcomes/assessment, consider prizes for accomplishments (program vs. individual)	Depository of best practice information. Need to: Identify areas where members desire best practice information. (Questionnaire suggests many areas.) Have awards competition each year and program would have to submit a video. Have committee select a certain number for final consideration. Have presentations at annual APLG/FSA meeting and have those in attendance vote for the winner. Those presented at the annual meeting could be put on the web site. Need to identify sponsor for the awards. Also, consider discussion board or wiki. Themes could be identified each year for roundtables or competitions by board			

1	Building awareness of APLG	<p>outreach to AAA membership and accrediting agencies welcome kit for new program leaders</p> <p>Data is a huge issue – with getting timely information</p>	<p>We should consider rebranding the section to make its purpose clearer to AAA members. We should develop a means to identify and contact new department chairs and program leaders with an invitation to join APLG. We should develop an awareness of the issues that face accounting program leaders at schools outside the U.S. and provide resources through our annual meeting. We should offer sessions at regional and annual meetings of the AAA that inform attendees about the opportunities and rewards from serving as a department chair or program leader, building awareness and expanding the pool of candidates. ADS program</p>			
	Section "voice" and public profile	<p>Improve stature with proactive public voice of APLG through comment letters/advocacy to accounting professional credentialing bodies (e.g., AICPA, NASBA, IMA, State Boards of Accountancy)</p> <p>Develop a protocol for how and when to use the “section voice”</p> <p>Use of editorials, commentaries, being responsive (forming ad hoc task forces)</p> <p>Developing protocol for relationship management with stakeholders (AICPA, PCAOB, NASBA, Accounting Firms...)</p> <p>Consider whether we need a liaisons to other boards such as AICPA, NASBA, etc. or instead a stakeholder Liaison Group / Committee focused on public profile or “voice” (could also involve advisory board and/or ad hoc task forces)</p>	<p>APLG becomes the “go to” voice for issues that affect accounting program administration and leadership</p> <p>Accounting program leadership and/or excellence in accounting education?</p> <p>Voice to whom? Credentialing groups and/or regulators? No one?</p> <p>Become voice to the Deans re: roles/responsibilities of accounting leaders – perhaps former accounting department chairs/leaders who are now in Dean’s positions</p>			
1	Member needs and expectations	<p>We need a clear understanding of how to determine what our membership wants/needs. What are their expectations when they join the section?</p>	<p>1) Use output/ideas generated in the following two working groups: "Value Proposition" and "Driving and Restraining Forces"</p> <p>2) Review member feedback/evaluations from past few mid-year section meetings</p> <p>3) Conduct survey on basic member needs/wants (this may have been done already or it may overlap with the goals of another working group.</p>			
	Getting more AAA members involved in section	<p>There are approximately 500 departments with over 5 faculty in Hasselback. The section has about 325 members and about 200 attend the annual section meeting. Need to develop a plan to increase membership and meeting attendance.</p>	<p>Increased membership and meeting attendance.</p>			
2	Align governance structure with AAA	<p>There is currently no mechanism to monitor governance changes at the AAA level which affect APLG governance.</p>	<p>Officers transition, officer wiki with job descriptions and detailed responsibilities (Process and Procedures)</p> <p>Change in by-laws or the development of some procedural document.</p>			
	Strategic alignments/partnership or Relationship management with firms/stakeholders?	<p>Who, what, where, when, how should we select and maintain/work with strategic partners. FSA already. Should we have continuous partnerships? Should accounting firms fit here? Is this part of the public profile? Part of the “marketing plan” – how do we work productively with other organizations? Need to resolve FSA issue.</p>	<p>Develop a protocol of identifying and working with strategic partners</p>			
	Communications with members	<p>Best way to communicate? Social networking vs. AAA commons etc. Critical to figure out what works!</p>	<p>Outcome: Selecting one or more modes of communication that will be well received and utilized by a majority of membership. How much is AAA Commons used? Compare these statistics with those in the survey for</p>			

			Section Newsletter and web site. Perhaps use the section newsletter as the seed to get readers to the web site for additional information. Are current members ready for Facebook postings, blogs, tweets, etc.? Consider whether information should be pushed or pulled.			
2	Archival of APLG history	How do keep the archival memory of the section? Should this be catalogued?	The handbook on the website should be made current (last changes 1998). An officer (or maybe the new chairs coordinator) should be assigned the task of annual review and update. The history of the section should be developed and maintained. Current handbook on web. Current history on web.			
	How do we know if we are doing a good job? i.e., assessment	How do we assess if APLG is doing a good job?				
	How to represent/communicate with program leaders on accreditation issues	Possible categories: 1)Our market structure (stakeholders, careers, awareness, emeritus),2) critical information, expertise sharing, 3)Voice: Deans, other organizations etc.,				