

# Operations



## Policies and Procedures

**Title:** New Activity Approval Process

**Code:** BOD1000

**Team:** Governance: Board of Directors

**Effective Date:** 08/04/18

**Approved By:** Board of Directors

**Revision Date:**

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**Policy:** This policy addresses the process for proposing a new activity.

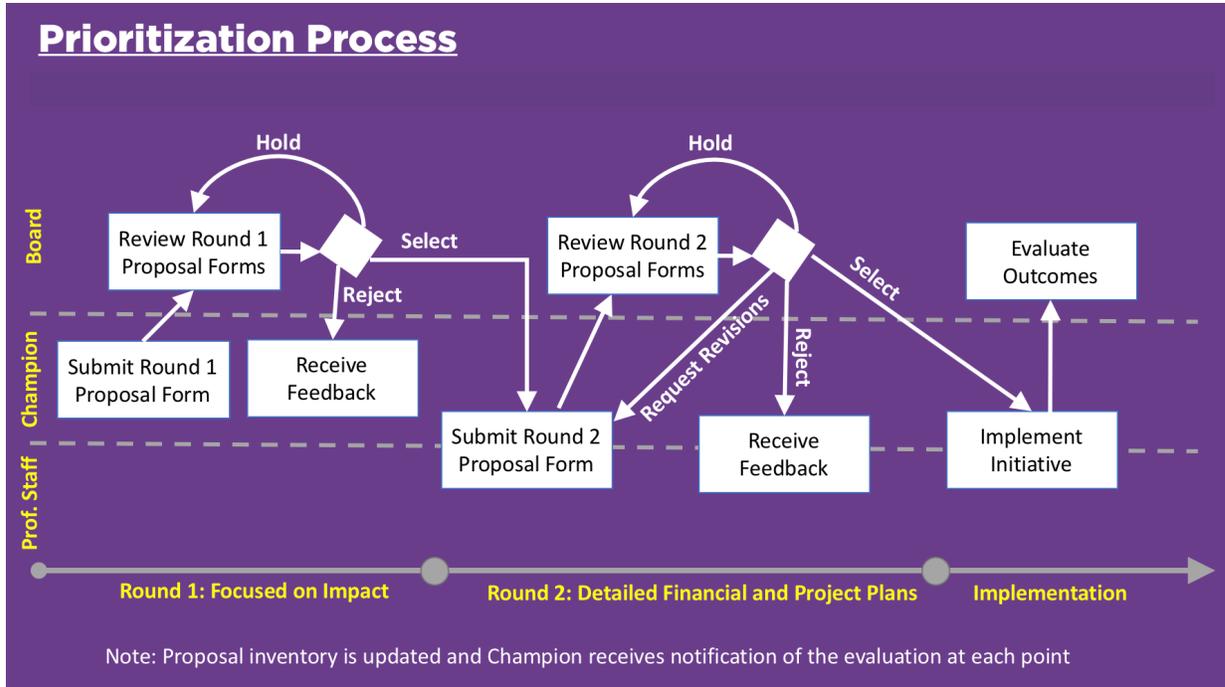
**Purpose:** The purpose of this policy is to ensure that proposals for new activities are received by the American Accounting Association (AAA) in a timely, consistent, and efficient manner. As a result, each proposal will be prioritized by the Board of Directors, ensuring that the Association's resources are used to focus on the activities that will enable the Association and its members to achieve our mission and vision, and to have an impact within the academy and the accounting profession. Key to our future success is balancing our resources, both people and funds, to sustain current efforts and plan for future innovations in sustainable ways.

We are a creative community with an eye toward the future. The AAA uses a 2-Round review process to identify, evaluate, and prioritize proposed ideas/projects on both their strategic and financial impact. This process encourages the identification of new opportunities and engages member leaders in making the decisions about what can and should be implemented. In our context, adding new events requires assessing impact on staffing (web/communications, meeting planning, onsite meeting management, member support, registration, etc.) and budget.

**Scope:** Any American Accounting Association (AAA) Member or entity (Segment, Board, Council, Committee, etc.) that is proposing a new activity will be referred to as the proposal's "champion". An "activity" is a request for a change in operations that has an impact on the Association's financial resources, staffing time, or legal obligations. Examples include requests to change section services, add a new service, implement a new technology, or entering into a new contract.

## Process Overview:

There is a two-round process for prioritizing and adopting new activities. During the first round, the focus of the proposal is to describe how the new activity will further the Association's vision, mission and impact. In the second round, proposals are further developed with more detailed financial projections and a project timeline for the implementation of the activity. The Board will review proposals at their quarterly meetings, and project champions will receive status updates on their proposals after each meeting.



## Procedure:

### Steps for proposing a new activity, Round 1

1. Review the "AAA Initial Proposal Submission Form: ROUND 1" and Impact Criteria Guidelines for Evaluating Proposals to become familiar with the criteria that will be used to prioritize activities.
2. Complete the "AAA Initial Proposal Submission Form: ROUND 1" at least 12 months prior to the date you have targeted for the new activity to begin (18 months before would be even better!).
3. Your completed form is submitted to Darlene Dobson, Executive Assistant at [Darlene.Dobson@aaahq.org](mailto:Darlene.Dobson@aaahq.org).
4. You will receive a confirmation that your proposal has been received and the date of the Board meeting at which it will be discussed.

### Board Review of Round 1 Proposals

1. The Board will review proposals at their Board Meetings which are held in March, May, August and November.
2. When Reviewing Round 1 proposals, three outcomes can occur:
  - a. The highest priority projects are identified, and the project champions are encouraged to work with a professional staff member to prepare a Round 2 proposal form for review at the next meeting.
  - b. Proposals not selected after the initial review may be placed back in the inventory of potential projects for consideration in future periods, and the champion will be notified of this determination.

- c. Proposals will be sent back to the champion with an explanation of why they will not be implemented in the near term.

**Steps for proposing a new activity, Round 2: Expanded proposal and review for projects selected for additional consideration**

1. Based upon the focus of the proposal, a professional staff member will be assigned to the proposed project to work with the project champion to develop a more detailed project timeline, financial summary, and resource requirements summary.
2. The champion and professional staff member may update the Round 1 proposal (using form Round 1B) if the additional analysis provides more insights related to impact.
3. The champion and professional staff member will complete the “AAA Expanded Proposal Submission Form: ROUND 2” and submit it (along with the updated Round 1B form, if appropriate) to Darlene Dobson, the AAA’s Executive Assistant, at [Darlene.Dobson@aaahq.org](mailto:Darlene.Dobson@aaahq.org)
4. When the Round 2 proposal is submitted to the Board, the project champion will receive an acknowledgement of receipt – and information about the next Board meeting.
5. If not approved - the project may be reconsidered within 12 months. After that time, it will be returned to the champion with an explanation of its status.

**Board Review of Round 2 Proposals**

1. The Board will review proposals at their Board Meetings which are held in March, May, August and November.
2. When Reviewing Round 2 proposals, three outcomes can occur:
  - a. The highest priority projects will be identified, and the Board will approve their implementation, including the budgetary and staffing implications.
  - b. Proposals not selected after the Round 2 review may be placed back in the inventory of potential projects for consideration in future periods, and the champion will be notified of this determination.
  - c. Proposals that will not be considered further will be sent back to the champion with an explanation of why they will not be implemented in the near term.

**Revision History:**

Revision #	Date	Description of Changes	Requested By:
	MM/DD/YY		

## AAA Impact Criteria Valuation Guidelines

Impact Criteria	Definitions of Scores
<p><b>Intended Impact</b> To what extent, as currently planned (and executed), does this program: Globally engage and inspire the accounting community, broadly defined, to advance accounting as a learned profession through the purposeful integration of research, teaching and practice.</p> <p><i>Provide score 1 (low) – 4 (high) and comments</i></p>	1. No focus on global issues, constituents outside of the AAA, or on integrating activities.
	2. Moderately broad impact, only focusing on ~one area of impact: <ul style="list-style-type: none"> <li>- Global people or issues</li> <li>- Integration of Research/Practice or Teaching/Practice</li> </ul>
	3. Broad impact - affecting a substantial, but no significant portion of AAA.
	4. Focuses on both of the following, Global People or Issues and Integration of Teaching, Research and Practice.
<p><b>Excellence in Execution</b> Is this program something that AAA can currently deliver in an exceptional manner? In other words, is this a program you think AAA can currently execute at a high level – keeping in mind the current staff, knowledge and workload.</p> <p><i>Provide score 1 (low) – 4 (high) and comments</i></p>	1. This project is outside of the AAA’s current capabilities and would require development of significant new skills and staff resources.
	2. This activity is related to the AAA’s core competencies, but would require development of additional skills/staff to execute successfully.
	3. The AAA has some expertise and know-how to provide this service, but would need to increase its bandwidth to execute either with new staff or outsourced, short-term support.
	4. AAA has expertise and know-how to immediately execute
<p><b>Broaden Community</b> To what extent do you see this program effectively connecting, leveraging, nurturing and growing our relationships with internal or external constituents, both current and potential?</p> <p><i>Provide score 1 (low) – 4 (high) and comments</i></p>	1. Focused only on supporting our existing member base of tenure track faculty, does not broaden the connection, leverage or growth of the AAA.
	2. Builds upon our current core offerings to extend their reach to new constituents as recipients, but overall has a moderate effect of bringing in new constituents.
	3. Provides a means to share our activities, in a meaningful, reoccurring way, with substantial external constituents.
	4. Creates significant interaction with external constituents, developing a meaningful relationship with them through a high connection to broadening our community.
<p><b>Unmet Need</b> To what extent is there significant need for which the AAA has comparative advantage?</p> <p><i>This criteria can be related to theory behind supply and demand.</i></p> <p><i>Provide score 1 (low) – 4 (high) and comments</i></p>	1. There is a Low Need/Low Advantage, with others providing this product/service in a high-quality manner.
	2. There is a Moderate Need/Low Advantage, but there are some providers in the market.
	3. There is a Moderate Need/Moderate Advantage, with some providing this product or service, evidence that there is demand, and our advantage can be defined.
	4. There is a High Need/High Advantage, with no one providing this product or service, a significant need, and an advantage within AAA that can allow the organization to be a leader.