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# TREASURER'S GUIDEBOOK

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A Financial Guide for AAA Section Leaders



JULY 16, 2018

AMERICAN ACCOUNTING ASSOCIATION  
9009 Town Center Parkway  
Lakewood Ranch, FL 34202

# Treasurer's Guidebook

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## Section 1: Introduction

### Purpose

The purpose of this Treasurer's Guide is to provide Section Treasurers, along with the other officers of Sections, the information they need to effectively accomplish their financial responsibilities. The Guide contains the following information that will enhance the financial operations of their Section, as well as that of the AAA:

- Financial responsibilities of Treasurers and other Section officers
- Assignment of financial responsibilities to Sections and AAA
- Key Dates
- Financial reports
- Available support

This guide can be an invaluable source to assist volunteer Section leaders in understanding the fund accounting treatment and related reporting of the Section's financial activity. In addition, it will provide guidance regarding their financial responsibilities. It will help newly elected officers become familiar with their roles and what is expected of them. They will be able to quickly determine how to get the most help from AAA and to reduce the overall workload of Section officers. If used and understood, it can eliminate unnecessary work and worry that is often present when people are not clear about roles, responsibilities and required results that Section Treasurers and other officers have with respect to financial matters.

### We want your feedback

As you use this guide, please let us know of any suggestions you have that will make it more useful. We want to make your job easier and less time consuming!

## Section 2: Treasurer's Responsibilities

Section bylaws provide an overview to the Treasurer role and term. Currently, each Section elects a person to serve as Treasurer, for a specified term, normally one to two years, who is not eligible for immediate reelection, as part of the Section's bylaws.

This document will provide general, overall guidance to the role of the Treasurer for their Section.

The duty of the Treasurer is to work with AAA professional staff relative to all financial operations of the Section. This includes collection and disbursement of Section funds, financial analysis and reporting and sharing the results of financial operations with the Section leadership and general membership.

Most Treasurers will report to the Section members at its business meeting on the financial affairs of the Section and will provide that information for dissemination to the Section members.

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## Section 3: Key Dates

**Fiscal Year:** The AAA operates with a May 31 fiscal year end. The Board made this decision to allow for the Annual Meeting, the largest single activity the AAA performs, to occur in the first quarter. If the financial results of the meeting do not meet expectations, corrective action in the Association's other activities can occur in the remaining three quarters.

In addition to the fiscal year, there are several other time periods that pertain to the accounting processes.

**Membership Year:** The membership year goes from September 1 – August 31, and dues are recognized across the 12 months. Accounting for the dues receipt and dues revenue depends upon when the dues are paid:

- Dues revenues can be collected as early as April in the prior year as part of registration for the Annual Meeting; 100% of these receipts are recorded in the Section's Cash balance and as a Deferred Dues liability.
- Dues may be collected throughout the Member Year, as late as March. When dues are collected during the member year, all of cash receipt is recorded and the year-to-date dues are recorded as revenue in the month paid (i.e. if a member renews in November, then 3/12 of the dues are recorded in November, the 3<sup>rd</sup> month of the Member Year). In future months, 1/12 of the dues revenue will be earned, and the Deferred Revenue liability is reduced.

To prepare for the opening of the Annual Meeting registration, Sections must decide on their Dues amounts by March.

**Subscription Year:** Libraries subscribe to our journals on a calendar year. They may pay as early as August in the prior year, and if they pay before January, the Section's Cash/Interfund Transfer account is increased as is the Deferred Subscription Revenue account.

Section Journal Subscription prices must be set by March. The AAA's publications consultant is available to provide benchmarking information, should the Section want that support.

### Additional Financial-Related Decisions and Dates

- **Annual Meeting event prices:** The AAA will work with Section leaders to determine the price of any event(s) they are holding at the Annual Meeting. Historically, some Sections have held breakfasts or lunches for members. The AAA provides a history of fees charged and the full cost of the meal (including other expenses such as AV) for the upcoming meeting. Sections decide whether to charge the full price or to subsidize the event.

## Summary of Key Events

	<u>June</u>	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>
<b>Fiscal Year</b>	Q1	Q1	Q1	Q2	Q2	Q2	Q3	Q3	Q3	Q4	Q4	Q4
Statement Distributed		Prior Year End			X			X			X	
Section Scorecard		X										
<b>Mbr Year</b>	Mo10	Mo11	Mo12	Mo1	Mo2	Mo3	Mo4	Mo5	Mo6	Mo7	Mo8	Mo9
										Set Dues		
<b>Sub'n Year</b>	Mo6	Mo7	Mo8	Mo9	Mo10	Mo11	Mo12	Mo1	Mo2	Mo3	Mo4	Mo5
										Set \$		
<b>Other Dates</b>												
Annual Meeting Event Price										Set \$		

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## Section 4: Responsibilities

### Division of Responsibilities between Sections and AAA

The following chart shows who is responsible for the various financial and reporting functions of AAA and the segments.

<b>Function</b>	<b>Section</b>	<b>AAA</b>
Financial implications of meetings	Awareness of financial impact of locations and services to be provided.	Input, suggestions and learnings from prior experiences.
Budgeting	Informal activity without specific guidelines.	AAA meetings team is available to help Sections prepare budgets for upcoming meeting, given that the Section leadership agree on a financial objective for the event.
Cash and Credit Card Transactions	No involvement.	All cash and credit card transactions are processed by the AAA.
Preparing Financial Statements	No involvement.	Quarterly financial statements will be provided to Section leaders. At fiscal year-end, an annual report will be provided.
Analyzing financial results and providing explanations	Review quarterly reports and provide necessary input to the AAA.	Provide a high-level management discussion and analysis (MD&A) of quarterly activity.
Authorizing miscellaneous expenses for Section-related activities	Ensure that any individual who is participating understands the guidelines for any expenditure.	No involvement.
Providing/presenting financial information	Most Treasurers present annual financial results to Section leaders and members at the Section business meeting, often held in conjunction with AAA Annual Meeting.	Annual preliminary financial statements, and MD&A are provided to all Sections in July, prior to the Annual Meeting. The final statements are available after the audit is finalized, late in September.

## Section 5: Understanding the Financial Reports

### Balance Sheet

Because Sections are part of a non-profit association, fund accounting is used to record operations, which has implications for how to read Section Balance Sheets. The balance sheet account descriptions are described below.

#### Balance Sheet Account Definitions

- **Assets:**
  - **Cash/Interfund Transfers Account:** This account includes both the “cash in the bank” and the pledge fund balances (cash not yet received). Following GAAP, when pledges are received, the total funds promised in the pledge are transferred from the AAA General Fund cash account to the Section’s Cash/Interfund Transfers account. Think of this portion of the Section cash balance as “pledges receivable” that the Section will receive in future years (for example, a multi-year commitment from a firm/organization to support your Section’s doctoral consortium). The balance sheet report has been updated to include the calculation of “available cash” at the bottom of the report. To provide more insights into cash processing and trends, the AAA has created two videos. The first explains how pledges are accounted for, focusing on the implications to the Cash/Interfund Transfer account; the second explains the cash flow pattern associated with midyear meetings. These videos are available from the Section Leader web page.
  - **Endowment Accounts:** If a Section has a permanent endowment account, it will show as an asset on this line.
- **Liabilities**
  - **Dues:** The membership year begins on September 1, and dues revenues are deferred and then recognized monthly. The remaining deferred or unearned dues for the member year are reflected as a liability. This liability grows significantly between June and August every year, as members generally pay their dues when they register for the Annual Meeting. For example, dues for membership year 2017-2018 are earned from September 2017 until August 2018, although a significant portion is received during the spring and summer months of FY 2016-2017.
  - **Journal Subscriptions:** The subscription year begins on January 1, and subscription revenues are deferred and recognized monthly.
  - **Hard Copy Fees:** Some Sections give members the option of paying extra for hard copies of the Section journal. The hard copy year conforms with the membership dues year (beginning in September), and revenues are deferred and recognized monthly.
  - **Meeting Revenues:** Meeting registration fees are deferred until the month in which the meeting is held.
- **Net Assets**
  - **Unrestricted Net Assets:** These are funds that are available to the Section for any use the leaders authorize. The Balance Sheet shows the change that has occurred during the year, and that amount is added to the beginning balance to calculate the ending balance.
  - **Temporarily Restricted Net Assets:** These accounts reflect multi-year contributions that have been promised to the Association (or given to it), for a specific purpose. The most common transaction in this area is the processing of Pledges. A list of Section pledges (if applicable) follows in the Section-specific section of the quarterly reports. See above for the relationship between the Cash and Pledge balances.
  - **Permanently Restricted Net Assets:** These accounts record endowments made to the Section.

#### Additional Cash Analysis



At the bottom of the Balance Sheet, there are two additional schedules to support your understanding of your cash balance.

- Change in Cash reconciliation, highlighting the changes in other assets, liabilities, and net assets that affected the current period's cash balance.
- Calculation of Available Cash. As discussed above, Section Cash/Interfund Transfer balances are increased for the full value of a pledge when the pledge is received. This portion of the report subtracts the Temporarily Restricted Net Assets (most frequently, this is the remaining balance of all pledges made to the Section) from the Cash/Interfund Transfer balance to make explicit the amount of cash that is currently available.

A sample Balance Sheet is included in Appendix A.

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## Statement of Operations

A new format for the Statement of Operations is being adopted with the fiscal year 2018-2019 beginning June 1, 2018. A sample is included in Appendix B.

A task force of Section leaders worked with the AAA professional staff to redesign the Statement of Operations with the goals of providing information that is easier to understand and providing longer history so new volunteer leaders can see trends and exceptions easier. See Section 8 for members participating on the task force.

The task force also recommended non-financial data to be reported, and much of that will be included annually in the Scorecard prepared at year end, that Section leaders receive in the summer prior to the Annual Meeting. Because the AAA doesn't have a data warehouse or advanced reporting system, it would be extremely costly to do the custom programming required to integrate this data at this time into the new report format.

Key differences in the new format, as compared to the current format:

- Revenues and costs are organized by product/service offering and include the calculation of a margin for each area.
- The columns on the far right provide four years of historical data for the Section. These figures are year-end figures, enabling leaders to better project how the current year may end.
- A few new line items on the report are not yet being used. We will review these in the future to determine whether they should be used or removed from the report.
- Award costs were aggregated in a single area of the older format; those costs are now being moved to the specific service/product area. Therefore, for most Sections, the total Midyear Meeting Costs reported in the original format will be *less than* the total costs on the new format.

### Statement of Operations Account Definitions

**Dues Revenue** - Dues are based on the number of members who have joined the Section. The revenue is recognized over the 12-months of the membership year (MY) which begins September 1 of each year (differently from the fiscal year which runs June-May).

### Journal Revenues and Expenses -

There are two ways that the Section can generate revenue through different distribution channels:

- *Subscriptions* vary based on the number of subscriptions received from libraries and reflect the recognition of those subscription revenues over the 12-month period which begins January 1 for each year. Sections should anticipate a 5-10% decrease in subscription revenue, in line with the industry-wide journal decline with library budgets continuing to be constrained.
- *Hard-copy Income*, which represents fees that Section members pay to receive printed journals. (Some Sections provide hard copy issues to all members as part of membership; in this case, no other additional hard copy fees are collected.) Submission Fees are based on the actual submission fees that have been received.

To enhance visibility of journal content, most Sections have elected to provide their journals to all members through the AAA Digital Library; no incremental revenues or expenses are generated by this decision.

Journal expenses are divided into two categories:

- *Production Support* (Charge per Page) - A portion of the costs of managing article submissions up to the point of printing are charged to the Section based upon a \$37/page fee. This rate was established over a

decade ago and hasn't changed, even though the Association has adopted online platforms for article submission, production, and the Digital Library, that are not charged to Sections. Additional journal-related costs not shared with the Sections include: legal fees, much of the staff time, consulting/benchmarking, marketing, etc. In FY 2017-18, approximately \$340k of Section journal-related costs were incurred that were not charged to the Sections.

- *Direct Costs* - Direct costs of printing and mailing hard copies of the journals are charged to Sections based upon the invoices received.

## Meeting Revenues and Expenses

*Annual Meeting* – Sections have the opportunity to hold events at the Annual Meeting. Many offer breakfasts or lunches for members. Sections who hold such events often charge registration fees (collected as part of the Annual Meeting registration process) to offset the direct costs of the meeting (food and beverage, audio visual, speaker-related expenses, awards, etc.).

Sections are not charged for any of the meeting-related expenses associated with their research and panel sessions (submission system, professional staff support, audio visual costs, etc.).

*Midyear Meeting Revenues and Expenses* – Effective in FY 2017-18, meeting revenues are deferred as well as expenses so the majority of the activity for Midyear Meetings is recognized in the month of the meeting. If additional invoices are received after period end, slight changes may be made to the figures in the quarter following a given meeting.

Meeting expenses are either charged to the Section (a subset of the direct expenses incurred with external organizations) or to the AAA General Fund (a subset of the direct expenses and the indirect expenses). The following table provides an overview of how those costs are charged:

### Explanation of Costs charged to Sections for Midyear Meetings

Line Item	Items Charged to the Section	Items Not Charged to the Section/ Explanations of Cost Behaviors
Printing and Copying	<b>Production</b> of programs, flyers, posters, addendum, etc. used at the meeting.	AAA staff time to design, create, and copyedit all printed materials for the meeting are not charged to the Section; they are charged to the AAA General Fund, Section Support.
Hotel – Room/Food/Bev	<b>F&amp;B Costs:</b> Direct costs for meals, receptions, and coffee breaks. These are charged from the hotel and include service charges and/or taxes that are associated with these costs. Food costs are charged on a per person basis (in other words, this is a variable cost to the Section). <b>Rooms:</b> Sleeping room nights associated to the meeting. Historically all room	Meeting Rooms (concurrent sessions, plenary rooms, meal rooms) are normally not charged by the hotel because food and beverage minimums and guaranteed hotel guest room blocks are typically negotiated to include meeting space without charge.

Line Item	Items Charged to the Section	Items Not Charged to the Section/ Explanations of Cost Behaviors
	<p>nights charged to the Section have been accounted for in this combined line, which includes rooms for professional staff managing onsite registration, and A/V staff rooms. For some Sections, the line may include doctoral student rooms and speaker rooms if covered by the Section. In the new report format, we are moving to breaking each of these room charges out and assigning them to the separate areas of the financial report.</p>	<p>Room charges for AAA executive staff (including Executive Director, Director for the Center of Accounting Education) and leadership (such as presidents) attending the meeting but not directly supporting registration and operational activities of the meeting are not charged to the Section; these costs are charged to AAA headquarter costs and leadership travel costs in the General Fund.</p> <p>The AAA monitors the trends for these costs and will work with Section leaders to manage costs and services to meet their objectives. American Express anticipates that hotel costs will increase 3.5% in 2018<sup>1</sup>. As a result, meeting planners are identifying ways to reduce costs, such as the survey results reported in the January 2018, <i>Successful Meetings</i> magazine that identified the most common strategies being adopted<sup>2</sup>:</p> <ul style="list-style-type: none"> <li>• Reducing F&amp;B budgets (55%)</li> <li>• Offering fewer optional activities (30%)</li> <li>• Avoiding beach/resort destinations</li> </ul> <p>The AAA Meeting Managers will work with your program team to meet your financial</p>

<sup>1</sup> Source: American Express Meetings & Events North American, European, Asia Pacific, Central/South America and Key Supplier Surveys.

<sup>2</sup> Source: Meeting Trends for 2018: Trends to Watch

<http://www.successfulmeetings.com/Strategy/Meeting-Strategies/Meetings-Trends-for-2018-Security-Experiential-Events/>

Line Item	Items Charged to the Section	Items Not Charged to the Section/ Explanations of Cost Behaviors
		goals. If goals are not specified, then the assumption is that the Section leadership's goals are consistent with the prior years.
<b>Hotel – Audio Visual</b>	Sections are charged direct costs of AV at their meetings. This includes the cost of the professional A/V staff supporting the meetings and their hotel and travel costs. Additionally, depending on the specific hotel's practices and our negotiations, direct costs from the hotel may be charged to the Section (such as laying in power to podiums and moving podiums between rooms, union fees, etc.). Hotel charges are significantly higher in hotels that are unionized.	The AAA has negotiated for Section meetings to be supported by our AV partner, CMI, with costs guaranteed to match those we incur for the Annual Meeting (resulting in a volume discount). That agreement is regularly benchmarked – for example in the past year, we also bid Section A/V service from two hotels to evaluate whether the market had changed (perhaps advantaging a shift to using local, hotel services). Those bids came back approximately double estimated CMI costs. In addition, we have the benefit of working with experienced partners, who know our members, and our expectations.
<b>Mtg. Entertainment/ Speakers</b>	All direct costs for these are charged to the Section, including any travel and hotel costs the program chair approves. Receipts from speakers are processed as received and the Section leadership approves – and are sometimes received several months after the meeting.	
<b>Meeting Coordinator</b>	Direct costs of professional staff managing onsite arrangements, the registration desk, and hotel staff during the meeting. The number of staff needed varies from 1 to 4, depending on the size/activity of a specific meeting. Each professional staff member is paid a flat	This expense does not include any charges for AAA professional staff support during the pre-planning the meetings or for general Section support (communications, program

Line Item	Items Charged to the Section	Items Not Charged to the Section/ Explanations of Cost Behaviors
	fee for the period they are at the hotel supporting a given meeting (in FY 2017-18, this charge is \$900), and are reimbursed for their travel related expenses (flights and hotels).	planning, etc.); these costs are charged to the AAA General Fund under Section Support. Site searches, meeting submission fees, web site support for the meeting are charged similarly to the AAA General Fund.
<b>IT WebEx</b>	Some Sections have used webinar capabilities to hold their Midyear meetings, and “white glove” services charged to the AAA from the webinar provider are charged to the Section allowing support for webinar program teams and meeting speakers.	
<b>Bank Fees</b>	These are the direct costs for processing registration fees for your meeting. The rates charged vary based on the credit card used and the country of origin for the credit card.	As a standard business practice, these card processing options are evaluated periodically, and the AAA has recently moved to a different credit card gateway to control these costs.
<b>Travel</b>	This account reflects travel costs that the Section leadership approves for their meetings. This may include costs for CPE presenters, costs if additional Section business is coordinated with the meeting, extending the time/costs for section leaders. All costs must be approved by the Section program coordinator or the designated Section officer/s prior to processing the reimbursements.	<p>The AAA periodically benchmarks with other Associations and collects 3<sup>rd</sup> - party analyses of the trends and predictions for future prices.</p> <p>American Express anticipates flight costs in North America to increase 4.7% in 2018 and 5.6% in 2019<sup>3</sup>.</p>
<b>Telephone &amp; Internet</b>	Direct costs for the conference call line for calls held to support the meeting.	For Sections using the standard meeting submission system (All Academic), the costs of the meeting submission system are not charged to the Section, rather are recorded in the AAA

<sup>3</sup> Source: American Express Meetings & Events, Group Air Expert Survey, August 2017.

Line Item	Items Charged to the Section	Items Not Charged to the Section/ Explanations of Cost Behaviors
		<p>General Fund, under Section Support.</p> <p>Sections do not pay any web development, infrastructure, or systems support from AAA professional staff.</p> <p>Sections are not allocated any other telephone or information systems expenses.</p>
<b>Supplies</b>	This includes badges, lanyards, meal tickets, etc.	Sections are charged no additional allocation for general supplies used at the AAA headquarters.
<b>Postage</b>	Items are mailed to and from Section meetings are included here.	Sections are not charged for any staff time preparing these shipments; that charge is applied to the AAA General Fund, in the Section Support schedule.

The impact of these strategic accounting decisions is that during FY 2017-18, \$655k of expenses were incurred to support Sections and Regions that were not allocated to the Segments.

A sample Statement of Operations is included in Appendix B.

## Section 6: Additional Policies with Financial Implications

### Legal Authority

Located on the AAA's website

(<http://aaahq.org/Portals/0/documents/about/Policies&ProceduresManual/FIN%201.4%20Legal%20Authority.pdf>), this policy specifies that the Executive Director is the only person authorized to sign contracts on behalf of the AAA. If your Section wants to contract with any external agency, please contact the Segment Member Services Coordinator as soon as your need is identified. This will allow the appropriate AAA staff to work with you during the contract negotiations, and the Executive Director will be aware of the situation and will have the information necessary to sign any resulting contract. *No Section officers are authorized to sign any contracts.*

### Contracting Policy

This policy is located on the AAA's website

(<http://aaahq.org/Portals/0/documents/about/Policies&ProceduresManual/FIN%201.2%20Contracting%20Policy.pdf>). It provides more detail into the financial limits for different contract signing procedures. The implication for Sections is that if you are planning on having the AAA Executive Director sign a contract, the amount of the contract will necessarily be related to the time needed for its approval.

### Receipt, Disbursement, and Reimbursement of Funds


Located on the AAA's website (<http://aaahq.org/About/Governance/Policies-Procedures/Receipt-Disbursement-Reimbursement-of-Funds>), this policy outlines the steps to follow when requesting the AAA to make a distribution on the Section's behalf.

Please submit any reimbursement forms within 30 days of incurring the expense. Not only will this result in timely payments and reimbursements, it significantly simplifies month end processing of all the Section's books.






## Section 7: AAA Organization and Support

All questions from sections should be directed to Shauna Bigelow, the AAA’s Segment Member Services Coordinator. She will sort, review the questions/requests and work with the appropriate professional staff member(s) to answer your questions. We ask that you gather your Section’s questions together in one email so everything can be researched at the same time. Shauna will email a confirmation that your questions have been received. Given the research needed to respond to questions, please allow 2-3 weeks for them to be answered.

Individual/Role	Responsibilities	Contact for these Issues
<b>Segment Member Services Coordinator</b>  Shauna Bigelow 941-556-4135 <a href="mailto:Shauna.Bigelow@aaahq.org">Shauna.Bigelow@aaahq.org</a>	Serves as the initial contact for all Section-related questions.  Coordinates responses with the finance team and other departments within AAA to provide a single point of contact.	Any questions regarding section financials, meetings, etc.

The AAA Finance Department supports our 17 Sections, 7 Regions and the Association-wide activities. Monthly they process all of the accounting transactions, perform the reconciliations, and close all 25 sets of books. They have consistently provided excellent service as demonstrated by a long-term track record of clean annual audits from our independent auditor. The department is comprised of a controller and two senior accountants. They have specific responsibilities as shown in the table below.

Individual/Role	Responsibilities
<b>Controller</b>  Michele Morgan, CPA, CGMA	Oversees the Finance team and has responsibility for daily, monthly and annual processes.
<b>Senior Accountant</b>  Connie O'Brien	Prepares the daily entries, processes accounts payable and completes cash reconciliations.
<b>Senior Accountant</b>  Michelle Russak	Processes incoming payments for memberships, meeting, subscriptions and contributions. In addition, she is responsible for the AAA’s accounts receivable and subsequent collections.

## Section 8: Section Treasurers' Task Force - 2017

A task force was organized in 2017 at the recommendation of several Section leaders to improve the financial reporting for Sections. The task force identified a number of important enhancements that were needed to make the accounting and reporting more transparent, easier to understand and simpler to use. They brought insight and wisdom to recognizing the difficulties with the existing format and developed solutions to those challenges.

Please join us in thanking those Section Treasurers who volunteered to provide this service to the Association with the leadership of Anne Farrell. The task force members (and Sections they represented) are:

<u>Name</u>	<u>University</u>	<u>AAA Section</u>
<b>Annie Farrell, Chair</b>	Miami University	Management Accounting
<b>Margaret Christ</b>	University of Georgia	Accounting Behavior and Organizations
<b>Natalie Tatiana Churyk</b>	Northern Illinois University	Teaching, Learning, Curriculum
<b>Elaine Henry</b>	Stevens Institute of Technology	International
<b>Bambi Hora</b>	University of Central Oklahoma	Gender Issues and Worklife Balance
<b>Keith Jones</b>	U. Kansas	Auditing
<b>Brigitte Muehlmann</b>	Babson College	American Taxation Association
<b>Robyn Raschke</b>	UNLV	Strategic and Emerging Technologies
<b>Dick Riley</b>	West Virginia U.	Forensic
<b>Georgia Smedley</b>	U. Missouri-Kansas City	Accounting Information Systems

Appendix A: Sample Balance Sheet

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**American Accounting Association  
Balance Sheet  
AAA Sample Section**

	May 31, 2018	May 31, 2017
<b><u>Assets</u></b>		
Checking/Interfund Transfers	-	-
Endowment	-	-
Deposits	-	-
<b>Total Assets</b>	-	-
 <b><u>Liabilities and Net Assets</u></b>		
<b>Liabilities</b>		
Accounts Payable	-	-
Deferred Income - Assoc.Members	-	-
Deferred Income - Full Members	-	-
Deferred Income - Other Meetings	-	-
Deferred Hard-copy Revenue	-	-
Deferred Section Journal Hard-copy Revenue	-	-
Deferred Income - Annual Meeting	-	-
Total Liabilities	-	-
 <b>Net Assets</b>		
Current Change in Unrestricted Net Assets	-	-
Unrestricted Net Assets, Beginning Balance	-	-
Total Unrestricted Net Assets	-	-
Change in Temporary Restricted Net Assets	-	-
Temporary Restricted Net Assets, Beginning Balance	-	-
Total Temporary Restricted Net Assets	-	-
Change in Permanently Restricted Net Assets	-	-
Permanently Restricted Net Assets, Beginning Balance	-	-
Total Permanently Restricted Net Assets	-	-
Total Net Assets	-	-
<b>Total Liabilities &amp; Net Assets</b>	-	-
Beginning Checking/Interfund Transfers	-	-
Change in Assets	-	-
Change in Liabilities	-	-
Change in Total Net Assets	-	-
Ending Checking/Interfund Transfers	-	-
Checking/Interfund Transfers	-	-
Temporary & Permanently Restricted Net Assets	-	-
Available Cash Balance	-	-

Appendix B: Sample Statement of Operations

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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T																						
1	<b>AAA SAMPLE - DETAILED STATEMENT OF OPERATIONS</b>																																									
2	----- June 1, 2017 - May 31, 2018 -----																																									
3																		FYD	FYD	FYD	FYD																					
4	June	2017	July	2017	August	September	October	November	December	January	February	March	2018	April	2018	May	2018	FYD	5/31/2018	5/31/2017	5/31/2016	5/31/2015	5/31/2014																			
5																																										
6	<b>Dues</b>																																									
7	Revenues:																																									
8	Full members																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
9	Student members																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
10	<b>Dues, net inflow</b>																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
11																																										
12																																										
13	<b>Journal</b>																																									
14	Revenues:																																									
15	Subscriptions																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
16	Submission fees																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
17	Hard copies																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
18	Other misc. royalties																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	Total journal revenue																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
20																																										
21	Expenses:																																									
22	Editorial support (flat fee)																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
23	Production support (charge per page)																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
24	Printing																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
25	Postage																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
26	Hotel-Rooms/Food/Bev																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
27	Bank Fees																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
28	Awards																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
29	Other misc. professional fees																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
30	Total journal expense																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
31																																										
32	<b>Journal, net inflow (outflow)</b>																				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
33																																										
34																																										

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
1	<b>AAA SAMPLE - DETAILED STATEMENT OF OPERATIONS</b>																						
2	----- June 1, 2017 - May 31, 2018 -----																						
3																		FYD	FYD	FYD	FYD		
4	June	2017	July	2017	August	September	October	November	December	January	February	March	2018	April	2018	May	2018	FYD	5/31/2018	5/31/2017	5/31/2016	5/31/2015	5/31/2014
35	<b>Annual meeting</b>																						
36	Revenues:																						
37	Registration fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
38	Contributions/sponsorships	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
39	Hotel commissions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
40	Other misc.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
41	Total annual meeting revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
42	Expenses:																						
43	Hotel rooms, food, beverage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
44	Hotel AV support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
45	Awards - Monetary prizes, plaques/mailling	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
46	Bank fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
47	AAA staff on-site meeting support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
48	Other misc.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
49	Total annual meeting expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
50	<b>Annual meeting, net inflow (outflow)</b>																						
51	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
52																							
53																							
54																							

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
1	<b>AAA SAMPLE - DETAILED STATEMENT OF OPERATIONS</b>																						
2	----- June 1, 2017 - May 31, 2018 -----																						
3																		FYD	FYD	FYD	FYD		
4	June	2017	July	2017	August	September	October	November	December	January	February	March	2018	April	2018	May	2018	FYD	5/31/2018	5/31/2017	5/31/2016	5/31/2015	5/31/2014
55	<b>Midyear meeting</b>																						
56	Revenues:																						
57	Registration fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
58	Contributions/sponsorships	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
59	Hotel commissions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
60	Other misc.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
61	Total midyear meeting revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
62	Expenses:																						
63	Hotel rooms, food, beverage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
64	Hotel AV support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
65	Bank fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
66	AAA staff on-site meeting support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
67	Awards - Monetary prizes, plaques/mailling	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
68	Meeting Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
69	Speaker travel reimbursements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
70	Other travel expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
71	Other misc. postage and telephone	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
72	Total midyear meeting expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
73	<b>Midyear meeting, net inflow (outflow)</b>																						
74	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
75																							
76																							
77																							
78																							



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
1	<b>AAA SAMPLE - DETAILED STATEMENT OF OPERATIONS</b>																						
2	----- June 1, 2017 - May 31, 2018 -----																						
3																		FYD	FYD	FYD	FYD		
4	June	2017	July	2017	August	September	October	November	December	January	February	March	2018	April	2018	May	2018	FYD	5/31/2018	5/31/2017	5/31/2016	5/31/2015	5/31/2014
79	<b>Other event/initiative #1 -Teaching Case Conference</b>																						
80	Revenues:																						
81	Registration fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
82	Contributions/sponsorships	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
83	Hotel commissions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
84	Other misc.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
85	Total annual meeting revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
86	Expenses:																						
87	Hotel rooms, food, beverage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
88	Hotel AV support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
89	Awards - Monetary prizes, plaques/mailling	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
90	Speaker Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
91	Bank fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
92	Other misc.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
93	Total annual meeting expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
94	<b>Case conference, net inflow (outflow)</b>																						
95	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
96																							
97																							
98																							

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T		
1	<b>AAA SAMPLE - DETAILED STATEMENT OF OPERATIONS</b>																					
2	----- June 1, 2017 - May 31, 2018 -----																					
3																						
4	June	2017	July	2017	August	September	October	November	December	January	February	March	2018	April	2018	May	2018	FYD	5/31/2018	FYD	FYD	FYD
5					2017	2017	2017	2017	2017	2018	2018	2018							5/31/2017	5/31/2016	5/31/2015	5/31/2014
99																						
100	<b>Other event/initiative #2</b>																					
101	Revenues:																					
102	Contributions																					
103	Total revenues																					
104																						
105	Expenses:																					
106	Support																					
107	Total expenses																					
108	Other event, net inflow (outflow)																					
109	<b>Other event, net inflow (outflow)</b>																					
110																						
111																						
112	<b>Other revenues and expenses</b>																					
113	Revenues:																					
114	Interest Income																					
115	Contributions/sponsorships																					
116	Total revenues																					
117																						
118	Expenses:																					
119	Printing																					
120	Bank fees																					
121	Travel, hotel and food/beverage																					
122	IT webex and hosting																					
123	Legal																					
124	Telephone																					
125	Awards (region and other)																					
126	Other misc. postage																					
127	Total expenses																					
128																						
129	<b>Other, net inflow (outflow)</b>																					
130																						
131																						
132	<b>Total net inflow (outflow)</b>																					
133																						