

2010-2012

Strategic Plan

American Accounting Association



**American
Accounting
Association**

January 2010

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To Our Members

Planning Process

Recognizing changes in technology, globalization, demographics in the accounting academy, regulatory reform, and the implications of this changing environment for the broad accounting community, in Spring 2006 the American Accounting Association (AAA) Executive Committee initiated a process to develop and implement a long-term strategy. Since that time and with the help of many of our members, we have made considerable progress; taking steps toward our vision for strengthening *the AAA's role as a thought leader in accounting*. As thought leaders in accounting, we have a voice and force in shaping accounting education and informing policy, legislation, accounting practice, and regulation through our scholarship and teaching.

More than a brief history of why and how we embarked on our strategic planning journey, this document focuses on opportunities that lie ahead, the markers for measuring contributions in the future, and how the American Accounting Association will meet the changes and opportunities we see on the horizon.

With insights and input from many members, this vision and strategy has developed over the last two years, prompting a number of initiatives and pilot projects. In many ways these are early days, and we understand that strategic planning is a process and journey. We invite your ideas and suggestions to help us along the way. More importantly we need your engagement, insights, and energies to sustain a vision and strategy that advances the discipline and practice of accounting.

Thank you for your commitment and input. We look forward to working with you to advance *our* American Accounting Association.

Nancy A. Bagranoff
President

Tracey E. Sutherland
Executive Director

The American Accounting Association
May 2010



Email: NBagrahoff@odu.edu,

Tracey@aaahq.org

Background

The American Accounting Association (AAA) will celebrate its 100th year anniversary in 2016. As the AAA prepares to enter its second century, this is a great time to reflect on accomplishments of the past and challenges that lie ahead.

Significant Accomplishments

During its first 90 years, the AAA has nurtured and supported its members, accounting students, educational institutions, and the profession and society at large in many ways. A few of our accomplishments include:

- Promoting designs of effective accounting curricula and stimulating learning opportunities for undergraduate and graduate students
- Encouraging and fostering academic research to create new knowledge and understandings of accounting and related phenomena
- Creating and publishing a highly-regarded collection of peer-reviewed journals
- Holding national, Section, and Region meetings to foster knowledge sharing, interchange with stakeholders, and networking
- Contributing to the academy and profession by active participation by AAA leaders and members with regulators, standard-setters and industry groups
- Supporting career development
- Addressing the role of accounting in society

Challenges We Face

While noteworthy, these contributions do not guarantee the continuing future success of the AAA. While the future holds opportunities as well as risks the AAA, academic community and profession face a number of issues going forward. Among them:

- Increasing challenges to accounting's place in the academy;
- A shortage of PhD candidates and decreasing full-time faculty positions in accounting;
- Increasing regulation of the accounting profession and its impact on accounting education, including the place of accounting in the university curricula;
- Globalization of financial markets and associated regulatory changes; and
- Impact of technology on development and distribution of intellectual property, teaching, and scholarship.

One thing is clear—we will need to continue building on the past to ensure continued success in the future.

See Appendix for additional details about the timing of this strategic process

*Building
Community
Consensus*

Engaging members throughout the AAA community was essential to developing our strategic direction. With so many diverse communities within our organization providing opportunities and benefits for members, involving leaders from across our community was the only possible way to create a mission, vision and strategy for the AAA that reflects the depth and breadth of what our community is working together to accomplish.

Changes within our organization, on campuses around the world and in the practice environment reflect new technologies, demographic shifts, practice complexities, and new disciplinary potential – in short new opportunities and new challenges for the various communities within the American Accounting Association. Leaders throughout AAA are addressing those opportunities in myriad ways, and engaging those perspectives was critical to considering our mission and purpose for the future.

Reflecting a balance between our larger association-wide community, and our vibrant smaller communities was key, as was the importance of balance in supporting the academic research and teaching efforts of our members; acknowledging that most of our members focus on both elements. In the case of both our organizational elements (AAA, Sections, Regions, Committees), and members' areas of focus, both activities feed and support each other.

Beginning in 2006-2007 numerous conversations, conference calls, and meeting agendas focusing on developing our mission and vision have engaged the leadership from across our organization and its Region and Section communities to incorporate valuable insights, ideas, and perspectives. That process continues as we look toward our 100th anniversary in 2016.

See the Appendix for additional information about the timeline of strategy development and our commitment to build community consensus

Our Vision and Mission

Our Vision

Our vision is our aspiration for the future. It defines our view of the opportunities and risks we can identify and frames plans to continue evolving our organization to serve members and stakeholders in new ways; building on current strengths and creating new ones.

AAA Vision

**Thought
Leaders in
Accounting**

Our vision is to be **Thought Leaders in Accounting**; building on established strengths and developing new tools and approaches that expand our contributions to addressing key issues for accounting scholarship, education, and practice. Bringing accounting disciplinary perspectives to bear on critical areas of risk and opportunity in today's economy and society.

We will accomplish these goals through the creation and dissemination of knowledge by our members and our organization as a whole. The AAA and its members will be viewed as important contributors, and participants in key decisions related to:

Contributing to key decisions in areas of:

- Education and Scholarship
- Accounting practice
- Policy, regulation, and standard setting

AAA's collective membership will be recognized for:

- Influence in development and delivery of accounting education
- Research-based insights and thoughtful questions
- New ideas and innovative approaches
- Expertise and influence in key areas of accounting policy and practice
- Relevance of initiatives and discussions it promotes

AAA will seek and be welcome to provide views and perspectives to accounting groups and organizations, as well as the business and education press on challenging and emerging issues.

Our Mission

Our mission defines the purpose of AAA and why we exist as an association. It focuses our plans and serves as the basis for determining what we should and shouldn't do. Our mission is...

*To further the discipline and
profession of accounting
through education, research,
and service*

We accomplish our mission through the following:

**Expanding
Knowledge
and Idea
Development**

**Promoting
Effective
Learning**

**Informing and
Influencing
Policy &
Practice**

**Advancing
Faculty
Careers**

Vision Elements

There are *four vision elements* to achieving our vision of being a **Thought leader in Accounting**. These vision elements, with supporting long-term goals, form the basis for the organization we desire to become. These elements and goals comprise the foundation of the AAA Strategic Scorecard that follows:

- **Realizing Our Purpose** – Leaving a legacy for *future generations*
- **Developing Our Community** – Growing and expanding in the US and globally
- **Serving Our Membership and Society** – Delivering a superior value proposition
- **Enhancing Organizational Effectiveness and Culture** – Aligning the organization to support our overall strategy

Desired Future States

To help explain our aspirations and to anticipate what AAA will look like in the future, we created desired future states for each vision element. Next to each vision element are desired future states.




See Appendix for additional specifics on each desired future state

The Strategic Scorecard

The strategic scorecard that follows is the primary vehicle for implementing our strategy. The scorecard presented here effectively supports our process of clearly establishing strategic initiatives, stewardships, and measures. It will provide the mechanisms to measure and report our progress.

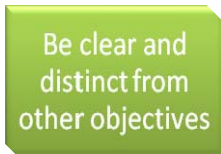
Three very important principles should be continually addressed in the analysis of our evolving strategic scorecard.

First, it is important to measure only what is critical.



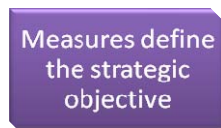
Measure only what is critical

Second, each objective and its related measure (or measures) should be clear and distinct from the other objective/measures.



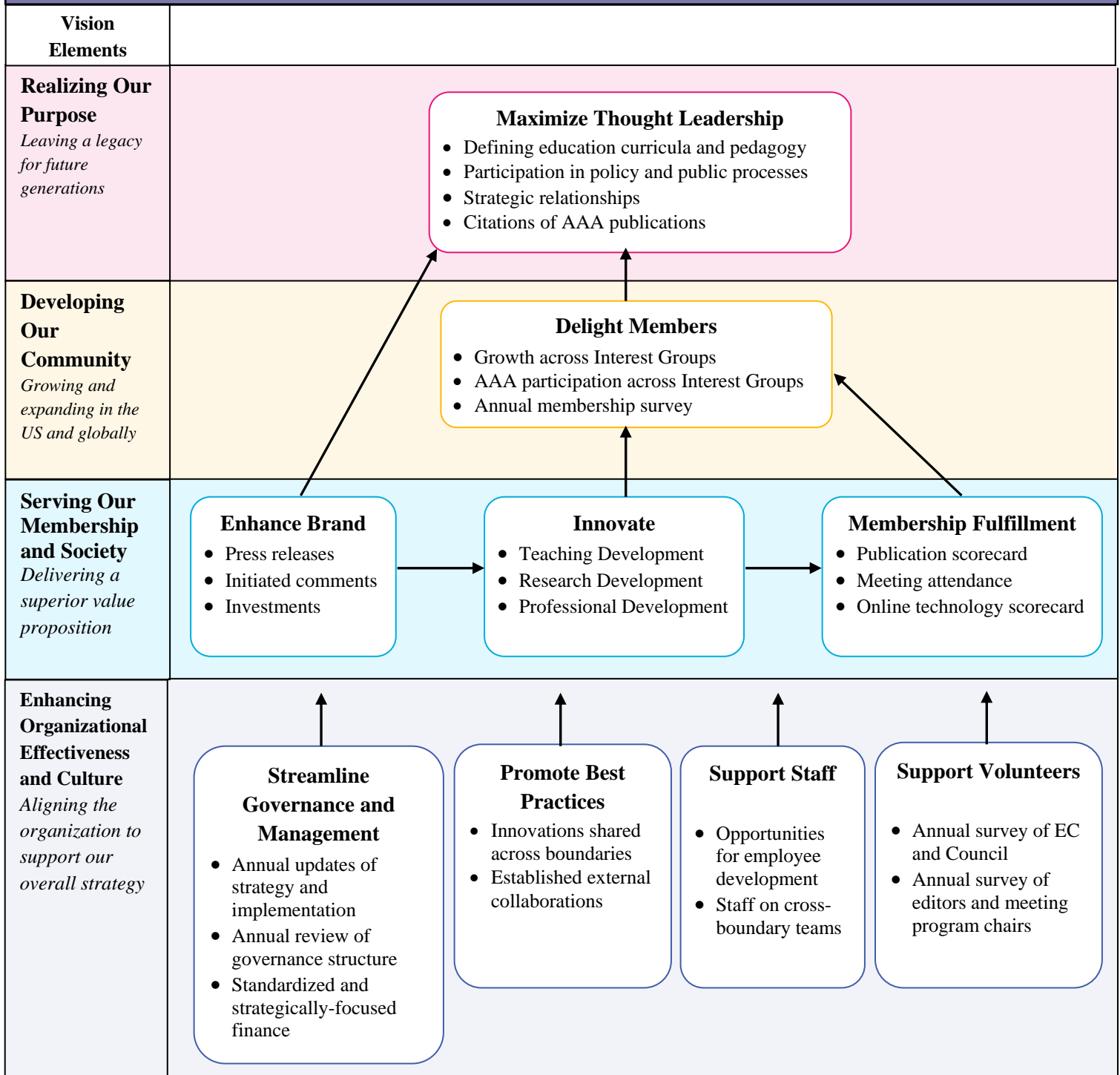
Be clear and distinct from other objectives

Third, while recognizing that the quest to find perfect measures is never-ending, we must emphasize goals that are clearly measurable. The measure itself should clearly monitor the progress we are making in achieving our goals and objectives.



Measures define the strategic objective

AAA Strategic Scorecard



Implementing Our Strategy

Seven strategic initiatives are underway to implement our strategy. These initiatives are:

1. Membership Growth and Fulfillment
2. AAACommons
3. Strategic Relationships
4. Governance and Structure
5. Marketing and Branding
6. Business Processes
7. Finance



Members from the Executive Committee and other designated AAA members are assigned as key leaders for each initiative. Initiative teams are lead by member volunteers who provide expertise necessary to make progress on each initiative.

In the following section, each initiative is described more fully, including the work accomplished to date and the effort required in the future to accomplish each initiative. In addition, potential global implications are indentified to support our vision of global thought leadership.

Strategic Initiatives

1. Membership Growth and Fulfillment

What it is

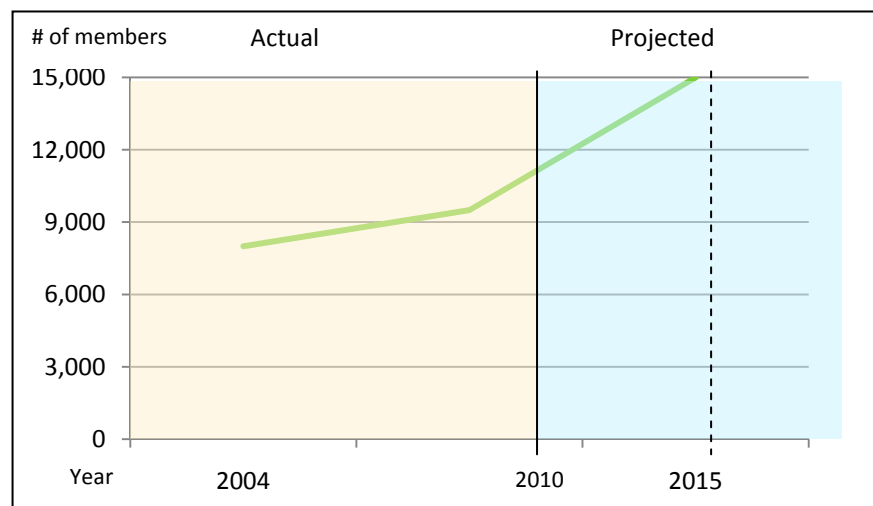
We have set an aggressive objective to significantly attract new membership.



This objective is an acknowledgement of our opportunity to expand membership to reflect changing demographics within the academy – both in America and globally, institutional changes in higher education, and changes in the environments of accounting practice.

Given the opportunities and challenges facing the accounting community, now more than ever, it is critical that we 1) attract the best and brightest students to practice and the academy, 2) ensure that faculty have resources necessary to prepare and inspire those students, and 3) sustain a dynamic research community developing ideas and knowledge to build our understanding of accounting phenomenon.

The following chart shows membership growth for the past six years and potential growth for the next five years.



Accomplished to Date Our initial efforts focused on expanding teaching resources available to members. In 2008, we held the first annual Conference on Teaching and Learning in Accounting, (CTLA) in conjunction with the Annual Meeting. This conference provides the foundation for developing significant new teaching resources that will benefit AAA members in future years.

In 2009, we began rolling out the CTLA across Regional Meetings in order to reach and better serve members, particularly those unable to regularly attend the Annual Meeting

Future Focus Establishing a diversified and energized AAA Membership Advisory Committee (MAC) will ensure that every new member is personally welcomed, empowered, and understands the full resources the AAA offers as a means to support his or her efforts in teaching, research, community engagement and career development. In addition, the MAC will work with other individuals and committees to establish outreach efforts to members and potential members in non-US countries.

As a potential new service, the MAC is exploring credentialing and other formal validating processes for members focused on strengthening and demonstrating their teaching resume.

Global Implications

Currently approximately 25% of membership resides outside the United States. With the globalization of financial markets, regulators, and the academy, there are many opportunities to attract membership from beyond traditional geographies. Our services and delivery mechanisms are being reconsidered to serve these potential members.

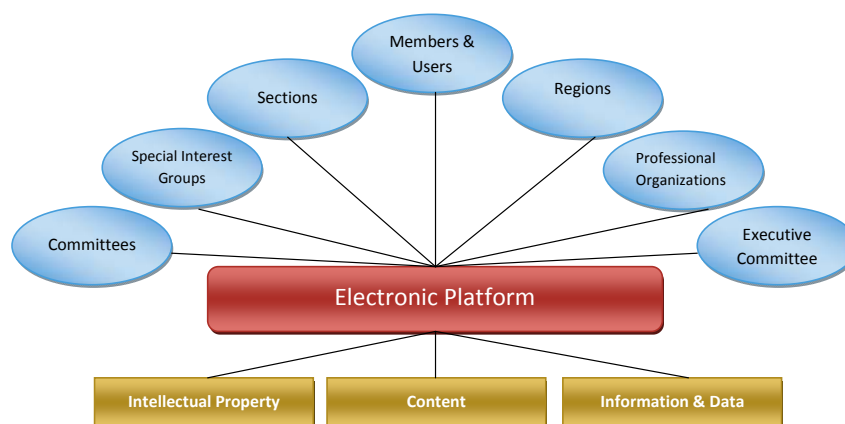
Link to Vision

By expanding our membership through increasing our services, we increase the opportunity for AAA thought leadership.

2. AAACommons

What it is

The AAACommons is the online platform that enables collaboration between members and non-members, regardless of their physical location. It provides member value by enhancing faculty efficiency and effectiveness in their teaching, research and service roles. Additionally, it encourages intellectual discourse between the American Accounting Association, its members, and the public, regarding key accounting issues.



Accomplished to Date

The AAACommons has been available to our members since August 2008. Significant development occurred to create course-specific teaching areas, private research spaces that members can use to facilitate multi-author projects, and sections and regions use the AAACommons to support their committee efforts.

To educate our members about this platform, we introduced the AAACommons at the 2008 and 2009 Annual Meetings and further informed members by attending all of the 2008-2009 section and region meetings. Additionally, we hosted a 2-day training session for representatives of all sections and regions to begin to build expertise in our member community.

These efforts have resulted in significant adoption: over 30% of our members have been into the community, and (on average) over 500 individual members log in each month.

Future Focus

Whereas the initial focus was on creating the platform and introducing it to our members, ongoing efforts must focus on building “community” within the AAACommons, encouraging the submission of high-quality work, and stimulating rigorous discussion between members. Several initiatives are in place to make this occur:

1. Initiate a new program: We host AAACommons Happy Hours, one Friday each month. These are virtual happy hours – online webinars to educate members about how to use the AAACommons, and to gather feedback from members so we can continue to enhance it to better meet member needs.
2. Work with all of the regions adding the CTLA conference to their 2010 Spring meetings. We will educate CTLA participants attending the regional meetings about how to use the AAACommons to enhance their teaching activities.
3. In Spring 2010 we succeeded in opening portions of the AAACommons to the public. We will encourage non-members (such as regulators, practicing accountants, and students) to register and join discussions. As such, the public areas within the AAACommons are searchable (by Google and others), and will allow us to enhance our accounting thought leadership.
4. Enable members to invite colleagues from non-accounting areas to join the AAACommons and participate in their private research groups. This functionality should increase the adoption of research hives, and will strengthen the value proposition for our members.

Global Implications

The AAACommons has the potential to be a major facilitator of global initiatives undertaken by the AAA. Because it is instantly available to all members, regardless of location, we can use it to stimulate discussions 24 hours a day. Specifically:

1. The private research hives allow members, regardless of geographical location, the ability to work together without technical inhibitors.
2. Teaching resources, especially those for international issues such as IFRS, can benefit from submissions by our international members.
3. Encouraging submission of the abstracts and citations for journals in other regions, simultaneously giving these journals more visibility, and providing a platform for non-English speaking members to work together on research efforts.
4. Provide virtual colleagues to smaller programs in remote locations

Link to Vision

Ability to expand our outreach and delivery of services globally and to support targeted new members.

3. Strategic Relationships

What it is We are strengthening relationships with external entities that have traditionally had connections to the AAA. We are working to identify other organizations around the globe with which the AAA can and should develop relationships. Depending upon the entity in question, the nature and scope of the AAA relationship may vary considerably.



Accomplished to Date This was a new initiative in 2009. We are collecting information about the nature and scope of existing relationships with external organizations. As judged appropriate, some relationships may be modified. There has been enhanced representation and participation of key external entities in AAA Meetings.

A strategic relationships team has been formed within the Annual Meeting Program Committee to focus on defining roles for organizations important to the AAA that engage them in ways that fit our mission and vision, and encourage participation in our annual meeting.

Future Focus We need to leverage existing AAA vehicles for strategic relationship purposes. This includes deliberate plans for the AAA annual meetings, and perhaps other meetings, where external organizations have an interest in interacting with the AAA and its members. It also includes establishing relationships with key external organizations that create standards that impact our members, accounting educators and programs, and accounting practice. Additionally, it includes annual collection, publication, and dissemination of the communications various AAA bodies have with external parties related to the AAA and its members.

Global Implications Accountancy researchers and educators are increasingly aware that their academic and professional interests are no longer confined by national boundaries. The next few years will see opportunities for more systematic interaction among groups developing new thinking about accountancy issues in transnational settings. The AAA will work through its annual meetings, publications, and conferences to provide useful though leadership, and serve as a respected convener of interested parties.

Link to Vision As a thought leader, we need to have established relationships with key organizations that impact accounting education and practice.

4. Governance and Structure

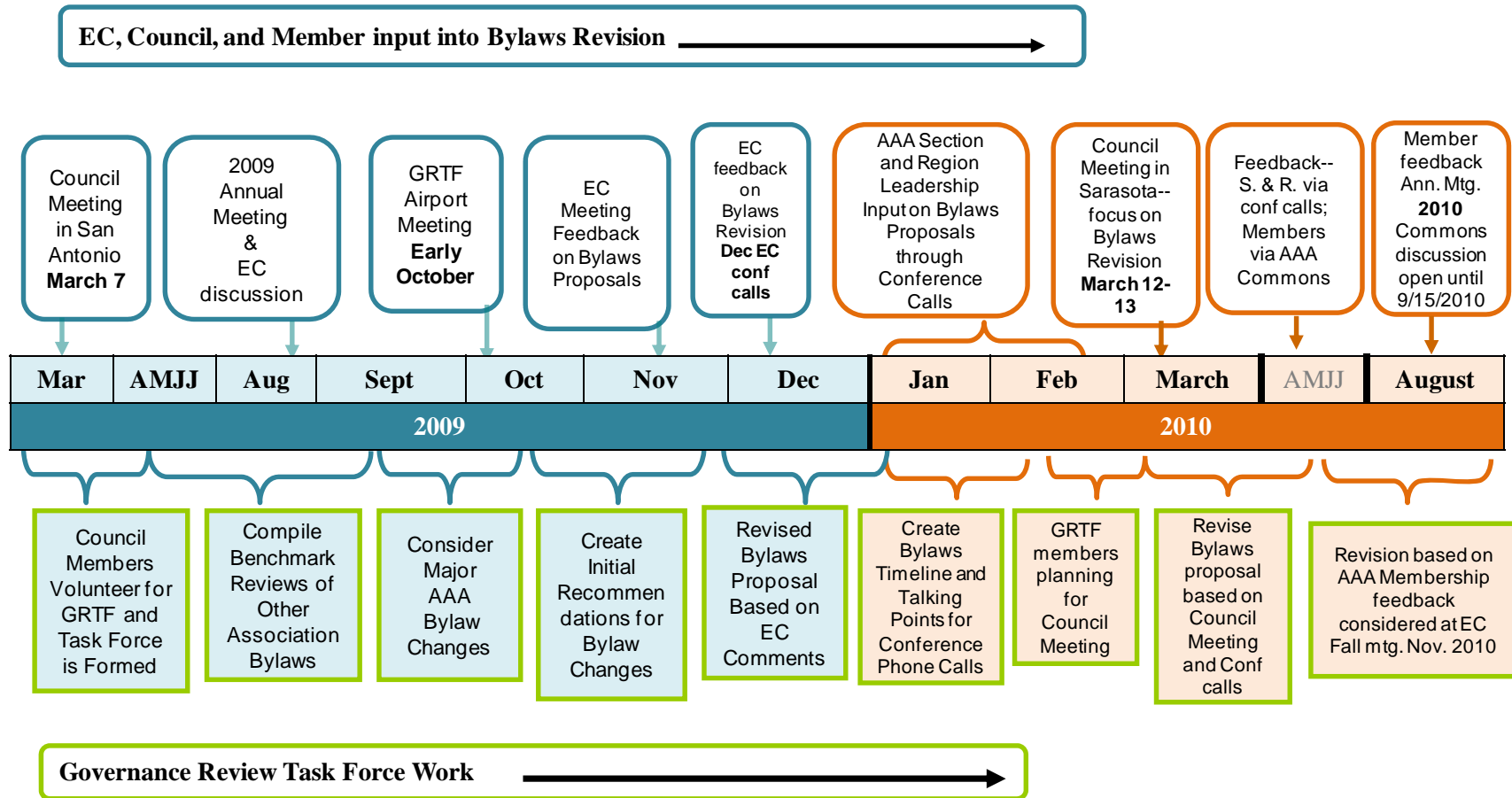
What it is Aligning the governance structure with our strategy is an important component of moving the organization toward strategic goals. Our current bylaws were designed over twenty years ago and reflect a different strategy and environment. The importance of broad participation in the process to realign our governance structure and, more importantly, in governance of AAA going forward cannot be underestimated. Thus the two primary goals associated with reviewing and revising Association-wide governance documents are to 1) establish a governance structure that allows the organization sufficient flexibility to pursue stated strategic objectives and 2) simultaneously engage broad AAA-wide participation in governance.

Accomplished to Date The Governance Review Task Force (GRTF) was established in May 2009. Its members have served the AAA as presidents of sections and regions and on numerous committees and thus are very knowledgeable about AAA governance issues. Work to date includes:

- Benchmarking with 17 other scholarly associations' bylaws and governance
- GRTF created an initial draft of proposed changes
- Executive Committee provided initial input and GRTF revised the draft
- Section and Region leaders provided input through conference calls and Spring 2009 Council meeting and GRTF revised the draft
- Executive Committee provided further input and after GRTF revision of the draft, the Spring 2010 Council meeting focused a day and a half to serious discussion of the proposal.
- Based on recommendations of Council and EC two Governance Town Hall discussion sessions are being held during the 2010 Annual Meeting.

Future Focus Proposed bylaws revisions will be further vetted with section and region leadership through webinars. Additional feedback from the general membership will occur through postings on the AAACommons and at the upcoming annual meeting. Feedback from members will be incorporated into the proposed bylaws document in the Fall of 2010 with the intent to have a proposal that could be considered by Council for a vote in late 2010 or early 2011. See tentative timeline that follows.

Governance Review Task Force Tentative Time Line for Bylaws Revision Process



***Global
Implications***

The strategy has opened our eyes to the need to govern our organization in a more inclusive way.

Changes anticipated by the by law changes will improve the transparency of the organization globally.

Link to Vision

Our current governance and structure has not changed for over 20 years. The strategy highlights areas of change needed to be able to achieve our vision. Changes in the bylaws are necessary to create an organization that can effectuate the strategy.

5. Marketing and Branding

What it is The AAA has primarily relied on “word of mouth” by current members to inform potential new members. Additionally although we have world-class journals, our individual members are more often known for their individual thought leadership than AAA as an organization. In fact, AAA has intentionally not taken positions as an organization. To expand our membership and achieve our vision of thought leadership we must be proactive in getting the word out about what we represent as an organization and the benefits of membership.



The AAA brand had also been in place for many years and needed renewing to reflect the expanding nature and external focus of our evolving organization. The AAA brand needs to be revisited and re-energized to reflect marketplace opportunities and our strategy.

Accomplished to Date

This was a new initiative in 2009. A marketing firm has been engaged to work with AAA headquarters and the Executive Committee in establishing a brand and a “message” that delivers the mission and vision of the AAA across its membership and globe.

AAA hired an outside media consulting firm to establish media outlets for members’ scholarly works and AAA activities. During the year, articles received media attention as well as speakers from the 2009 Annual Meeting.

Future Focus

A Branding Task Force was created and a new AAA logo was developed during the Spring of 2010, with input from across Sections and Regions through Council meeting and webinars. The logo will be rolled out to the AAA membership at the 2010 Annual Meeting. Shortly thereafter, all AAA websites and print materials will be redesigned with the new brand. As part of the by-laws initiative, a structure is being proposed to provide a mechanism for AAA, as an association, to take positions on key issues.

Global Implications

To date, the AAA has been viewed as a United States centric organization. While AAA will continue to be a US headquartered organization, we need to communicate and enhance our brand around the world.

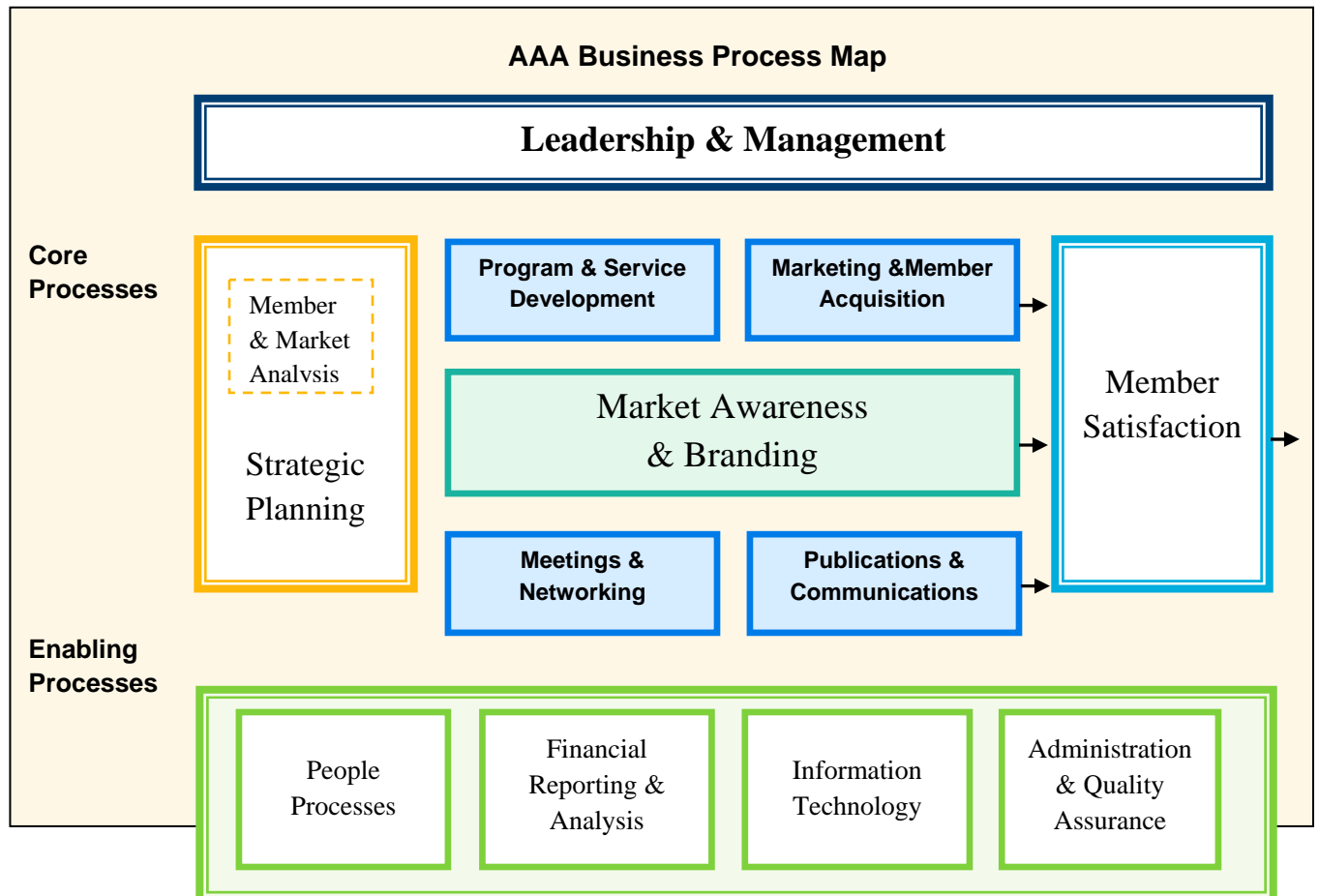
Link to Vision

To be a thought leader, your brand needs to be known by individuals and organizations specific to your intended areas of influence.

6. Business Processes

What it is We have identified internal business processes coordinated from Association headquarters in Sarasota that are critical to accomplish the activities of the AAA. Of the business processes identified, we are now focusing on two that are most critical to our success. Working with the owners of these processes, they will be tailored, implemented and measured against specific performance metrics, and process owners will be held accountable for the results. Additionally processes will be added each year.

The chart below shows the core and enabling business processes of the AAA.



Accomplished to Date We have nearly completed the two most significant business processes in 2010. They are:

- ***Meetings:*** This business process includes site selection, planning, execution and post meeting follow-up for all association, section & region meetings.
- ***Publications & Communications:*** This business process includes the major components of a new process for the development, review, monitoring, and distribution for all publications and related digital services.

Future Focus We will re-design the remaining business processes on a prioritized basis as resources – both human and financial resources- permit.

The member development business process will receive immediate focus. Some work is currently being done on most of the remainder of the business processes. Digital services of the AAA are emerging as a key area for planning and support.

Global Implications It is important to build an infrastructure that will support the AAA's global influence, services and membership.

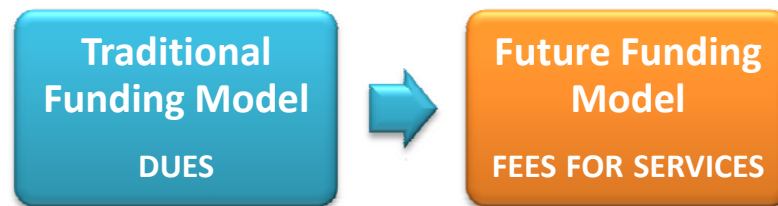
Link to Vision To be a thought leader, it is important to have established well-defined business processes that allow the organization to anticipate and respond to membership and profession issues and opportunities in an efficient and effective manner. Our ability to attract and retain members is dependent upon having well established and working processes that meet member needs.

7. Finance

What it is

This initiative forms the foundation for all the other initiatives – to see that financial resources are available to fund strategic initiatives as well as ongoing operations, and to get the most out of our limited financial resources. We must wisely manage and fulfill our fiduciary responsibility and ensure AAA is financially viable for the future. We also must plan for funding an expanding membership and an increasing number of highly valued and desired services for members.

The most significant challenge we face is to navigate the transition from our traditional dues-based financial model to one that is more dependent on fees for services.



Accomplished to Date

To date we have accomplished the following:

- Negotiated and are currently operating under the second aggregator contract.
- Established a process to monitor and manage the profitability of the annual meeting
- Experimented with alternative dues structure
- Increased visibility of the budget and the way it is managed to the Executive Committee and Council
- Created AAA Commons as a platform to deliver services beyond our membership.

Future Focus

We will focus on three critical issues that will significantly influence our financial management in the future:

1. A dues structure more reflective to the needs of our expanded membership
2. Models for journal publishing and cost structures.
3. AAA Headquarters' capacity to serve the growing needs of the AAA.

Global Implications As the AAA continues to expand, we will continually need to assess how best to meet the needs of international members. As membership grows, we may need to determine if we are providing adequate financial resources to support and sustain these members.

Link to Vision The ability to be a thought leader and meet the needs of members is dependent upon a financially sound association that that will provide the basis for sustained programs and services.

Strategic Initiatives' and their Link to the Vision

The chart below shows a summary of how each *strategic initiative* links to each *vision element*. Each initiative impacts at least one vision element, and in some cases, two or more.

Vision Elements Strategic Initiatives	Realize our Purpose	Developing Our Community	Serving Our Membership and Society	Enhancing Organizational Effectiveness & Culture
Membership Growth and Fulfillment		X	X	
AAA Commons		X	X	X
Strategic Relationships	X	X		
Governance and Structure	X	X		X
Marketing and Branding	X		X	
Business Processes				X
Finance	X			X



You Can Make a Difference

The strategy outlined in this document is intended to benefit current members of the AAA and those who will join us in the future.

Its ultimate success depends on our ability to implement and execute. We need your help. Please....

- Share ideas
- Contribute to the strategic initiatives
- Support and drive implementation

If you are asked to participate, please do. Better yet volunteer to help where you have the interest and the skills to make a contribution.

How to get involved:

- Contact your Section or Region leadership
- Contact AAA Headquarters
- Contact any member of the Executive Committee



**American
Accounting
Association**

5717 Bessie Drive Sarasota, FL 34233-2399
Phone: (941) 921-7747; Fax: (941) 923-4093
Email: info@aaahq.org
www.aaahq.org

Appendix

Why Was This Strategy Developed Now?

Why embark on this strategic plan now and why is it important to AAA and its members?

*Change in the
Environment
and the
Demographics*

Simply put – changing environmental forces and demographics surrounding both the academy and accounting practice have caused the AAA Executive Committee to sit up and take notice. The Executive Committee concluded, if left unchecked, these forces would have dire consequences for both AAA, as an organization, and for the current and future members of AAA.

What are these forces and demographics?

A significant decrease in full-time faculty positions of 13.3 % (the historical members of AAA) as shown in the table below.

Number of all Accounting Faculty

At all types of institutions (including 2 year) by tenure status, and percent change from 1993 to 2004¹

*Accounting
PhD Shortage*

	1993	1998	2004	% change
Tenured	5,825	4,900	4,779	-18.0%
On-Track	2,384	1,400	1,909	-19.9%
Not eligible	12,112	11,100	10,922	-9.9%
Total	20,321	17,400	17,610	-13.3%

¹ Accounting Faculty in U.S. Colleges and Universities: Status and Trends, 1993-2004, research by David Leslie, commissioned by AAA and AICPA in 2007-2008. The link to

this report is: <http://aaahq.org/temp/phd/AccountingFacultyUSCollegesUniv.pdf>.

David Leslie concluded, in his testimony to the US Treasury Advisory Committee on the Future of the Auditing Profession that demand for replacement faculty in accounting is estimated at roughly 500 per year for the next 5 to 10 years, while available supply is estimated to be about half of that.

Due to the current and projected shortage of PhD's, academic institutions are hiring teachers from non-traditional sources. Many of these individuals have limited, if any, knowledge of AAA.

Globalization

Globalization results in geographical boundaries becoming less relevant. Academics no longer separated by geographical boundaries and different regulatory regimes. Face common issues and problems and need to network with individuals and organizations globally. This opens up entirely new horizons for AAA.

Technology

Technology expands the way individuals collaborate, network and share information—particularly internationally and among younger faculty.

Technology bridges the oceans to bring individuals and organizations together allowing access to information and people that were previously separated by geographic boundaries.

Ability to Engage

To be a thought leader, AAA needs both depth and breadth in its membership bringing a willingness to engage with regulators, standard setters and the media to address current issues.

Advancing Member's Careers

By being a thought leader in accounting, AAA will attract individuals that desire to make a difference. Through AAA offered products and services focused on thought leadership, members' will have opportunities to advance their careers.

So what is the impact of all this change? The members and institutions we have served in the past are changing. The AAA needs to adapt in order to thrive in the new environment with changing demographics and to ensure the next 100 years of AAA are as successful as our past years.

Commitment to Build Community Consensus

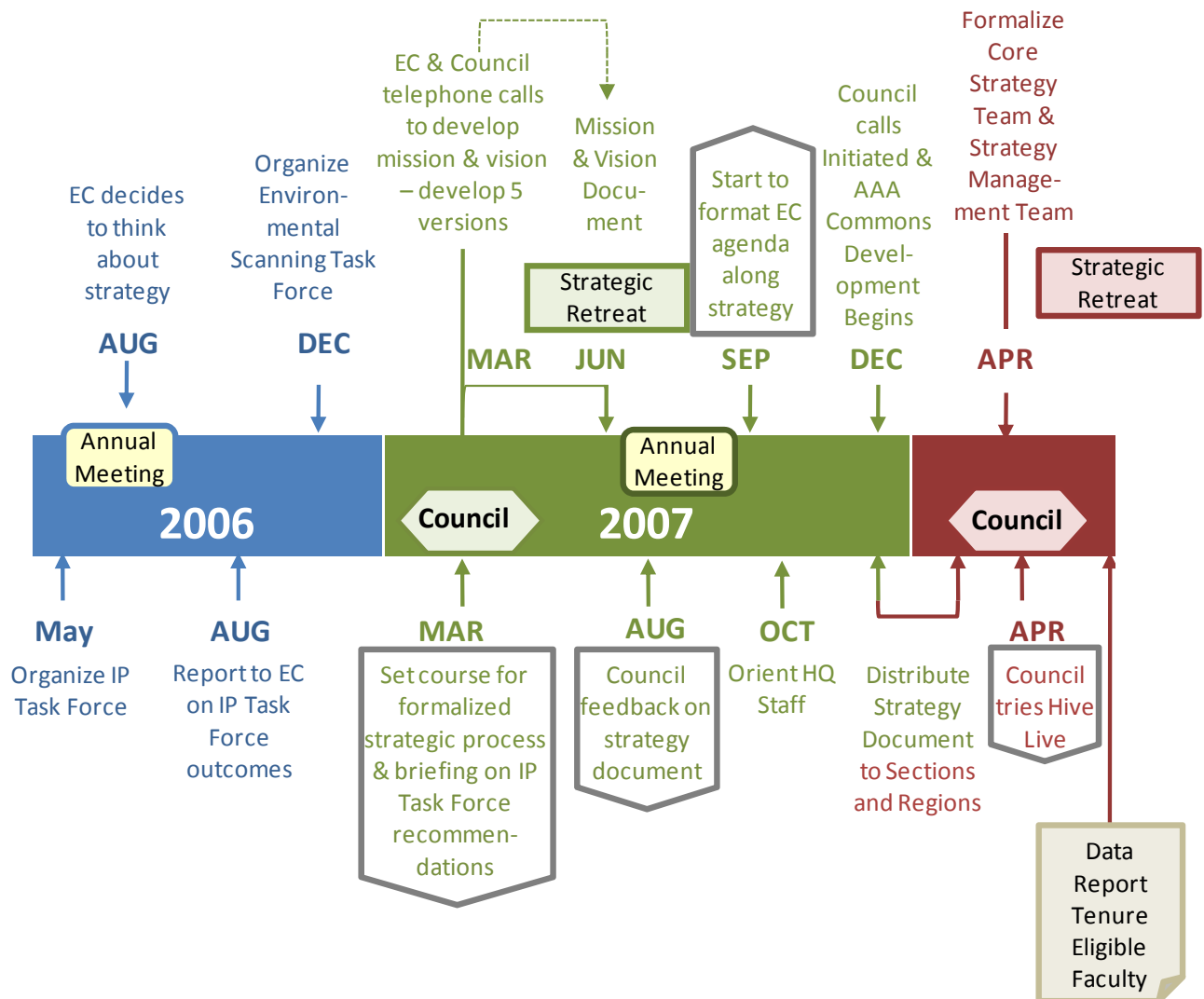


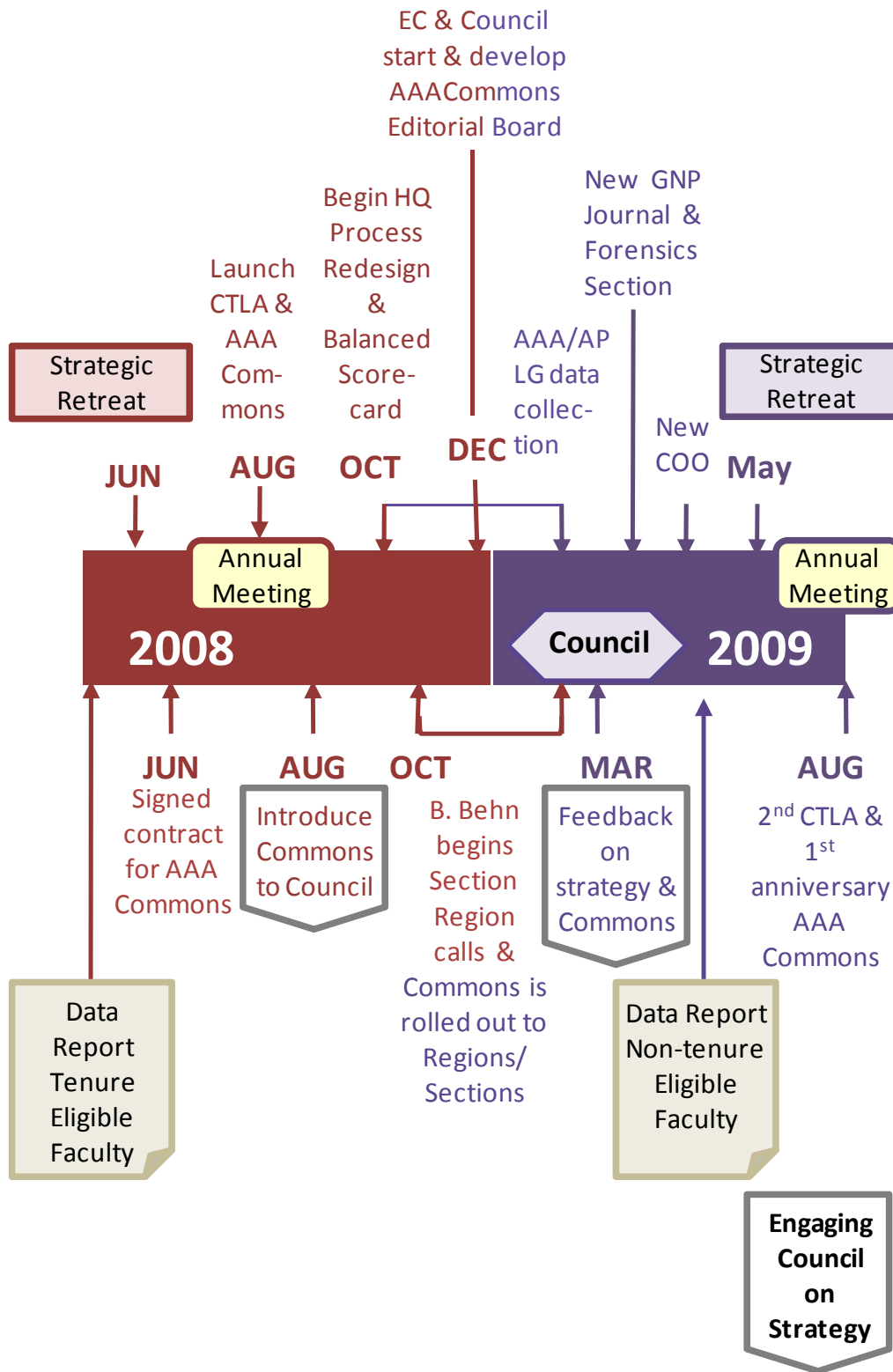
The Executive Committee reached far and wide into the organization to develop consensus. In addition to EC members, the mission and vision statement development process included a series of opportunities for input from Region and Section leaders, and members of Council. Multiple conference calls invited Section and Region leaders to discuss drafts of mission and vision language, as well as provide their own ideas about the content of the mission and vision. Council members joined conference calls as well, and conversations about AAA mission and purpose during Council meetings were key both to development of mission and vision language and identification of early strategic initiatives. After numerous iterations of a possible mission and vision statement were shared and discussed, the mission and vision statement was “taken on the road” to Section and Region meetings as part of presentations made by one of the Presidents and some Section and Region business and leadership meetings. AAA committees and interested members were also invited to provide their insights and suggestions.

The result: Our Vision, Mission and Strategy statement reflects collective views of our diverse membership community.

Timeline to Build Community Consensus

The timeline shows the key events that began in 2006 and are still occurring today. It is quite amazing to think about all that has been accomplished in the last 3 years. When taken together, they demonstrate how effective AAA leaders and members are when they work toward a common goal.





Desired Future States

For each vision element we created desired future states to help us understand our aspirations and to anticipate what we think we would like AAA to look like in the future. These desired future states are show below. This is an expanded version of the table found on page 8.

Vision	Desired Future States
Realizing Our Purpose	Accounting is Widely Recognized as an Essential Academic Discipline
	Universal Brand and Respected Leader <ul style="list-style-type: none"> ▪ Effective use of resources and capabilities ▪ Recognizing the value of our contributions and their impacts ▪ Bring informed critical perspective to practices, policies, standards, and regulations ▪ Recognized for innovation ▪ Recognized clear value proposition for all members
	Financially Sound Organization <ul style="list-style-type: none"> ▪ Prudent financial management ▪ Innovative and sustainable services (possible examples: electronic platform, data sources, outcome assessment for accounting) ▪ Vibrant relationship with sponsors
Developing Our Community	Broadened and Expand Membership <ul style="list-style-type: none"> ▪ Expand and diversify membership (teaching, research, international, AAA Affiliates, non-tenure track, doctoral and professional students) [measured by US and International] ▪ Double membership by 2015.
	Global Participation, Outreach, & Collaboration <ul style="list-style-type: none"> ▪ We will have created an international network and acted as a catalyst for mutually exchanging ideas and knowledge
	Forged and Sustained Relationships Within the Academic and Professional Community <ul style="list-style-type: none"> ▪ Leverage AAA capabilities to expanded key stakeholders groups –Practitioners, regulators, standard setters, vendors, publishers, exhibitors, and other non-accounting community academics ▪ Sustain proactive strategic relationships with organizations critical to the mission of the AAA – AACSB, ACBSP, NASBA, AICPA, IMA, etc.

Vision	Desired Future States
Serving Our Membership and Society	<p>Recognized Originator of Ideas and Knowledge</p> <ul style="list-style-type: none"> ▪ Supporting discovery, development and dissemination of scholarship ▪ Advocating innovation and development in accounting education ▪ Facilitating high quality peer review across a broad spectrum of scholarly and educational work ▪ Nurturing a broad spectrum of accounting research ▪ Informing and influencing policy and practice
	<p>Principle Source for Member Development and Career Success</p> <ul style="list-style-type: none"> ▪ The primary place outside members' campuses for members to: <ul style="list-style-type: none"> ▪ Develop effective teaching approaches and find easy ways to exchange teaching and curriculum resources ▪ Develop research ideas, research skills, and thought leadership ▪ Develop campus and administrative leadership skills ▪ Learn about the broad institutions that effect our discipline ▪ Supporting members' achievement of rewarding, challenging, secure, and well-paying careers by: <ul style="list-style-type: none"> ▪ Becoming primary source for opportunities for visibility and recognition ▪ Becoming primary community by providing a sense of belonging and opportunities for networking and building friendships <ul style="list-style-type: none"> ▪ Providing opportunities to contribute to the broader community good
Enhancing Organizational Effectiveness and Culture	<p>Streamlined Association Governance and Management Process</p> <ul style="list-style-type: none"> ▪ Established core values ▪ Clarified roles, responsibilities, and continuity within the governance structure ▪ Aligned expectations with financial resources and associated structure ▪ Structure encourages interest groups to flourish (sections, regions, and beyond) ▪ Competent, capable, sufficient high performing staff
	<p>Well Defined Business Processes</p> <ul style="list-style-type: none"> ▪ Sustaining a stable budget process ▪ Sustaining critical association business processes (publishing, meetings, activities and programs) ▪ Well defined long range planning with attention to environmental scanning and future forecasting ▪ Enhancing and protecting the "Brand"
	<p>Dynamic Community Networking through an Integrated Technology Platform</p> <ul style="list-style-type: none"> ▪ Broad member and outside stakeholder support and services ▪ Creating opportunities for virtual collaboration among members and outside stakeholders
	<p>Balanced Support for Varied Members' Interests</p> <ul style="list-style-type: none"> ▪ Recognized clear value proposition for all members ▪ Broader participation by membership in AAA activities and association leadership