Board of Directors Minutes
Gaylord National Resort & Convention Center
National Harbor, MD
Friday, November 10, 2017

Board of Directors Attending	
Anne Christensen, President Marc Rubin, President-Elect David Burgstahler, Past-President Leslie Hodder, Vice President-Finance Mark Taylor, Vice President-Finance-Elect Steve Kaplan, Vice President-Education Tracie Miller-Nobles, Director-Focusing on Membership	Elaine Mauldin, Director-Focusing on Intellectual Property Paul Munter, Director-Focusing on Academic/Practitioner Interaction Patricia Poli, Director-Focusing on Segments Wim Van der Stede, Director-Focusing on International Tracey Sutherland, Executive Director
Board of Directors Not Attending	
Terry Shevlin, Vice President-Research & Publications	
Guests & Professional Staff Attending	
Markus Ahrens, Council Chair Steve Strang, Spectrum Nonprofit Services, LLC Julie Smith David, Chief Innovation Officer	Susan Crosson, Director, Center for Advancing Accounting Education Barbara Brady, Director, Operations

MSC = Motion Seconded and Carried
MSF = Motion Seconded and Failed

Minutes
Welcome – Anne Christensen welcomed members and guests to the meeting. The agenda was approved with no changes. ***MSC to approve the minutes of the 2017 August Saturday Board meeting.*** ***MSC to approve the minutes of the 2017 August Wednesday Board meeting.***
Strategy: A focus on business and financial models – Julie Smith David introduced Steve Strang from Spectrum Nonprofit Services, LLC who has been working with the Sustainability Mindset Task Force and Board. The Board discussed sustainability for the future and strengthening our ability to generate resources to meet the needs of the present without compromising the future. He encouraged thinking of sustainability as an orientation, rather than a destination. Programs and staff allocation methods were discussed. The list of programs on the financial statements was discussed and the discussion will continue at the Sunday Board of Directors meeting. The Board talked about opportunities and challenges in the key areas of membership, meetings, and fundraising. Once the method for staff allocations and programs are finalized, the Task Force will do the next level of analysis. Julie reviewed the Program Impact & Prioritization activity that will take place at the Council meeting.

Minutes (continued)
Executive Director's Report – Tracey Sutherland reported on 2017 Annual Meeting attendance. Final attendance was 3,205. Tracey discussed Fall 2017 activities including the Big Thinker conference Accounting *IS* Big Data, Accounting Hall of Fame implementation, and Fall Section and Region meetings. The Publications Staff is working with the Intellectual Property Task Force on piloting the Kudos program. There are 7.3% more paid members for 2017-2018 compared to the same time in October 2016 for the 2016-2017 membership year. The AACSB is asking for input to the Exposure Draft #1-Eligibility Procedures and Accreditation Standards for Accounting Accreditation, with a comment deadline for comment of December 8th. The 2017 Accounting PhD Rookie Recruiting & Research Camp is December 8-10, in Miami, FL. Tracey talked about the upcoming 2018 Section and Region meetings.
Ijiri Update - David Burgstahler updated the Board on the Ijiri lecture series. The idea is to have it sponsored by several other associations. The lectureship would rotate across associations. The association sponsoring the lecturer would bear the cost of travel and registration. Dave will work with Shyam Sunder, AAA Past President, to finalize a plan to present at the March Board of Directors meeting.
Reflections on the pilot audit results/business meeting agenda - Paul Munter will report on results at the Sunday Board of Directors meeting.
Segment update – Pat Poli reported on attending the Section Executive Committee meetings during the Annual Meeting. December 1st is the deadline for the Sections to have their bylaws in for review.
Council Meeting Agenda and Planning – Markus Ahrens reviewed the agenda and activities planned for the Council meeting tomorrow (Saturday, November 11).
Centers Update – Susan Crosson reported on the Cook Prize and upcoming webinar. The COSO *ERM Framework: Enterprise Risk Management – Integrating with Strategy and Performance* is available and posted on the AAA website. The 2018 Conference on Teaching and Learning in Accounting (CTLA) Co-chairs are Billie Cunningham and Gail Hoover King. Based on recommendations from the "big thinker conference" Accounting is Big Data - Susan is researching the possibility of offering a 2-day workshop in June that would shift our "big data" focus to providing hands-on experiences for faculty – and encourage Sections to develop part of the program focusing on their particular areas of expertise and need. Moving the more mature topic of big data and analytics to a May workshop, allows a new topic to be chosen for the fall "big thinker" conference – and the advisory group recommends focusing next fall's meeting on Blockchain.
The meeting recessed at 5:00 pm.

American Accounting Association

Minutes (continued)
Sunday, November 12, 2017

Anne Christensen reconvened the meeting at 8:30 am. A quorum was present.

Reflections from the Council Meeting – the activities of the Council meeting were discussed**.** Markus Ahrens was complimented on a well-run meeting.

Reflections on Strategy – Julie Smith David reported that of the 19 questionnaires turned in from the Council Activity on the Sustainability Mindset methodology, 18 reported that the methodology was useful. After discussion, it was suggested that dimensions and definitions of impact be refined with more specific criteria. The Board agreed to keep the four categories: Contribution to Intended Impact, Excellence in Execution, Community Building, and Significant Unmet Need. Some of the definitions will need to be revised.

In addition to developing the definitions of impact, the Sustainability Task Force will move forward with the other important dimensions for prioritizing projects: the financial analysis. The Board agreed on the program list for the financial modeling: Membership will include Membership and Section Membership and Governance will be moved to Administration. Publications will be renamed Intellectual Property and Association wide and Section journals will be merged together with the understanding that both are individually tracked. Small meetings and Section Small meetings will be grouped together. Awards should be separated from Meetings. The title for AAA Conferences should be changed to Professional Development meetings. The current stand-alone meetings should be moved to Other Meetings within the meetings category.

Reflections on the pilot audit results/business meeting agenda – Paul Munter reported that the technology worked well for the pilot audit results webinar. There was discussion of conducting the separate audit results webinar, or the alternative of holding it as part of a virtual Business Meeting, instead of holding the Business Meeting during the Annual Meeting. A suggestion was made to hold a webinar in October after the audited financials are available.

MSC to replace the Business Meeting held at the Annual Meeting with a webinar to be held after the audited financials are available.

Publications Update – Julie Smith David reported that the new monograph manuscript has been completed. There have been some issues with Allen Press involving two section journals, and staff are working with Allen Press to resolve them. There will be a meeting with the Chair of the Intellectual Property Task Force, Martha Eining; Chair of the Publications Committee, Harry Evans; and Anne Christensen, Tracey Sutherland, and Julie Smith David to discuss the next steps for a new publication initiative. The Board was in favor of continuing to offer the Presidential Scholars the opportunity to publish in *The Accounting Review*.

Other Business – The Board decided to use updated allocation percentages based on staff reports for future Allocation Analysis. The Sustainability Mindset Task Force will work on developing an understanding of the projects, work on the financial side of the strategy, and refining the Impact descriptions based on feedback at this Board and Council meeting.

The meeting adjourned at 11:45 am.