American Accounting Association

Our Shared Vision

INFORMATION FOR AAA MEMBERS

The AAA has embarked on a path to realize its vision of being a "Thought Leader in Accounting." The Executive Committee, including input from Council and AAA staff, has framed three strategic initiatives so the AAA can take advantage of the changing global landscape and realize its vision. Developing our community, serving members and society, and enhancing organizational effectiveness are the three strategic initiatives.

As an AAA member, your being informed and interested will be invaluable in creating and implementing AAA strategic efforts to fulfill our vision. By working with the AAA National Leadership, staff and fellow officers of the AAA, Regions, Sections, Committees, and other member at large, you will be able to help shape the future role of the AAA in the global accounting community.

By your interest and participation your efforts will assist in helping the AAA realize its vision. If you have questions about or comments on this vision or the associated information contained in the following pages please contact us or any member of the Executive Committee. We encourage your involvement and questions.

Thank you for considering the materials provided herein.

Gary John Previts *Sue Haka* *Tracey Sutherland*

President *President Elect* *Executive Director*

The American Accounting Association

January 2008

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USE THIS PAGE FOR NOTES OR QUESTIONS REGARDING STRATEGIC INITIATIVES

OVERVIEW

The American Accounting Association will celebrate its 100th year anniversary in 2016. As the Association prepares to enters its second century, what better time to reflect on the accomplishments of the past and challenges that lie ahead.

During its first 90 years, the Association has made many contributions to its members, accounting students, educational institutions, and the profession and society at large. A few of those accomplishments include:

- Encouraging and fostering academic research to create knowledge and ideas in the discipline, supporting career development and addressing the role of accounting in society
- Promoting designs of effective accounting curriculum and stimulating learning opportunities for undergraduate and graduate students
- Creating and publishing a collection of peer-reviewed widely-recognized world class journals
- Holding national, Section, and Region meetings to foster knowledge sharing, interchange with stakeholders, and networking
- Contributing to the academy and profession through active participation by AAA leaders and members with regulators, standard setters and industry groups.

As distinguished and noteworthy as these contributions are, they do not guarantee the continuing success of the Association in the future. The Association, academic community and profession face many challenges in the near and distant future. Evidence of these challenges includes:

- The shortage of PhD candidates and decrease in full-time faculty positions in accounting;
- Increased 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;
- Impact of technology on development and distribution of intellectual property, teaching, and conducting scholarship; and
- Increased challenges to accounting's place in the academy.

All of these challenges will continue to impact the Association and its members.

One thing is clear; we will need to build on the past to ensure success in the future.

Recognizing the ever-changing environment facing the Association and the academic community, the AAA Executive Committee implemented a strategic planning process to enable the Association to keep an eye on the environment to insure our success. The strategic planning effort is a "journey" for the Association. As the environment that impacts the Association and its members is always in flux, the Association too needs to be prepared to make adjustments to take advantage of those changes. The strategic planning process provides a vehicle to identify and make necessary adjustments.

This document provides an overview of our strategy and the associated strategic initiatives that will lead us forward. There are plenty of opportunities for you to help shape the future of the Association and academic community. This effort will only be successful through the full participation of the membership. We encourage you to contribute – there is much to do.

Please read the accompanying summary, ask questions, provide ideas and contribute to one or more of the strategic initiatives. You will have the satisfaction of shaping and contributing to the future and success of the American Accounting Association.

AAA Executive Committee

August 2007

Shyam Sunder, President 2006-2007

Gary Previts, President 2007-2008

Sue Haka, President 2008-2009

Judy Rayburn, President 2005-2007

Nancy Bagranoff, Vice President Education, 2006-2007

Joe Carcello, Vice President Finance, 2007-2008

Alfred Wagenhofer, Vice President International 2006-2007

Scott Showalter, Vice President Professional Relations, 2006-2007

Mort Pincus, Vice President Publications, 2006-2007

Arnie Wright, Vice President Research, 2007-2008

Mark Higgins, Vice President Sections and Regions, 2007-2008

Phil Reckers, Vice President Education, 2007-2008

Dave Burgstahler, Vice President Publications, 2007-2008

Jane Saly, Vice President, 2007-2008

Bob Daugherty, Vice President Professional Relations, 2007-2008

Sid Gray, Vice President International 2007-2008

Chris Wolfe, Vice President Finance-Elect, 2007-2008

Our Mission and Vision

Our Mission

Our mission is straightforward…

We bring together the academic community to further accounting education and to advance the discipline and profession of accounting.

We achieve our mission through four focused areas

Expanding Knowledge and Idea Development

Promoting Effective Learning

Informing and Influencing Policy & Practice

Advancing Faculty Careers

Our Vision

Diagrammed below, the four elements of our vision are the cornerstones of our strategy.

Developing Our Community
Growing and expanding in the US and Globally

- Broad & Diversified Membership
- Global Participation, Outreach, & Collaboration
- Forge & Sustained Relationships Within the Academic & Professional Community

Serving Our Members and Society
Delivering a Superior Value Proposition

- Support and Foster Origination of Ideas and Knowledge
- Principal Source for Member and Institution Development and Career Success

Thought Leader in Accounting

Enhancing Organizational Effectiveness and Culture
Aligning the organization to support our strategy

- Streamlined Association Governance and Management Process
- Well Defined Business Processes
- Dynamic Community Networking through an Easy to Use Integrated Technology Platform
- Balanced Support for Varied Members' Interests

Realizing Our Purpose
Leaving a Legacy for Future Generations

- Accounting is Widely Recognized as an Essential Academic Discipline
- Universal Brand & Respected Leader
- Financially Sound Organization

Developing Our Community

As we near the end of our first century, we believe there is an opportunity to bring the benefits of the AAA to a diverse and growing number of members.

Potential members can come from both teaching- and research-focused institutions, four-year and two-year programs, and from international universities and organizations. They can be tenured and tenure-track faculty, AAA affiliates, professionally or clinically qualified, non-tenure track faculty, practitioners, and doctoral, graduate and undergraduate students.

	Member Group / Area of Focus	
High Growth Potential	PhD Students	*They are the future of the AAA and critical for its growth.*
	Faculty at institutions with fewer graduate programs	*Colleagues with workloads more heavily focused in teaching than research.*
	Non-tenure track faculty	*They are growing in numbers and currently have many unmet needs.*
	International Members	*International members can provide significant value to AAA. Potential is high, particularly in emerging economies.*

The Association will also continue to seek and serve members from those groups where we have been historically strong providers of benefits and opportunities.

We have set an aggressive goal of nearly doubling our membership by 2015 to 15,000 members.

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 academia, 2) insure 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.

Serving Our Members and Society

People join and remain members of the AAA because they feel a part of this community and enjoy benefits not available elsewhere. Our focus in providing an increasing level of value is in two broad categories.

Support and Foster the Origination of Ideas and Knowledge

- *Supporting discovery development and dissemination of knowledge and ideas through scholarship*
- *Advocating innovation and development in accounting education*
- *Using ideas and knowledge to inform and influence policy and practice*

Principal Sources for Member and Institution Development and Career Success

- *Teaching*
- *Research*
- *Administration*
- *Interaction with Practice*

Membership Survey Results

AAA 2007

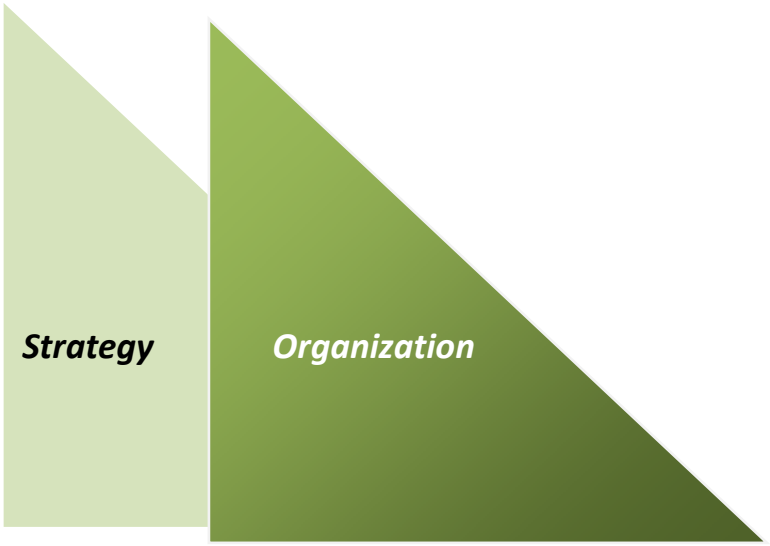
Our members have said they look to AAA as :

- A primary community for providing a sense of belonging and opportunities for networking, sharing ideas and resources and building friendships
- A resource for scholarship, teaching, world class meetings, and international connections
- Providing opportunities to contribute to the broader society's welfare
- A primary source for opportunities for visibility and recognition

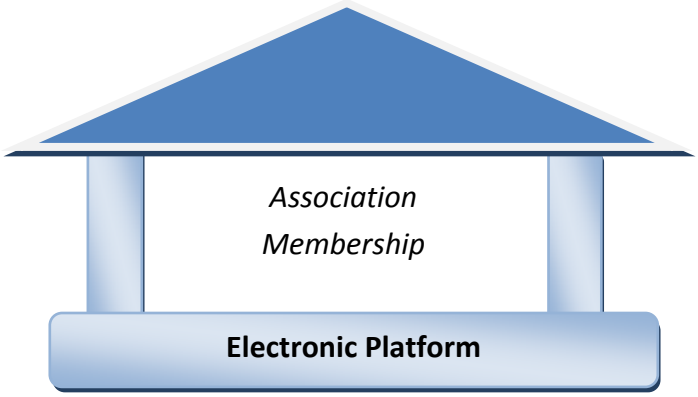
Enhancing Organizational Effectiveness and Culture

As we grow our membership, it will put increasing demands on the Association. Accordingly we will improve our effectiveness by:

- Streamlining our governance and management processes.
- Defining and designing business processes to more effectively produce the desired results of the organization.



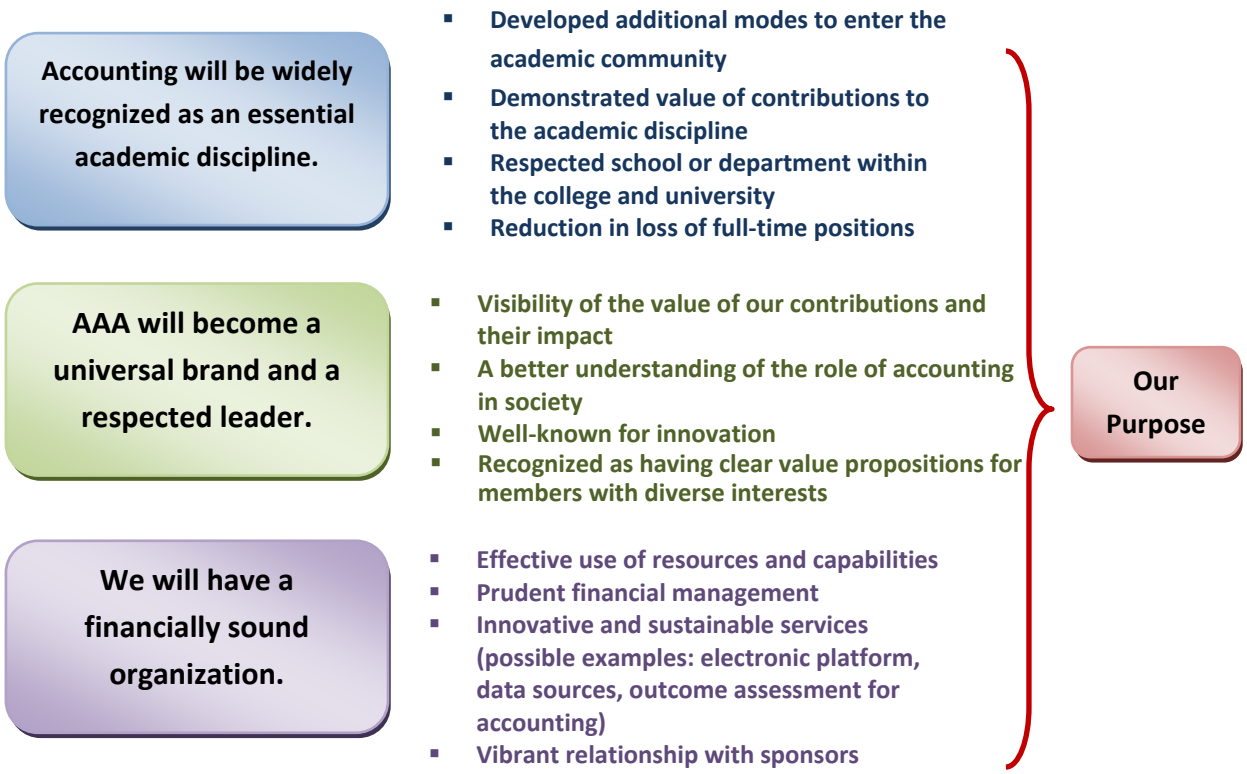
- Ensuring that structure, governance and finances are completely aligned with the strategy of the association.
- Providing an integrated electronic platform as a foundation for the delivery of association services and facilitate collaboration among members.



Realizing Our Purpose

Success in the first three elements will enable us to realize our vision in three ways:

- Accounting will be widely recognized as an essential academic discipline.
- AAA will become a universal brand and a respected leader.
- We will have a financially sound organization.



Implementing Our Strategy

We developed 7 focused initiatives to guide our strategy execution. They are prioritized and grouped into the following overarching strategic efforts.

Membership Growth

- **Membership Growth-** ensures the continuity and health of the accounting education community, while expanding the diversity of members who can contribute to the community, creating and sharing the current and future benefits of the organization.
- **Value Proposition** - develop and articulate a clear value proposition for each current and prospective membership group.
- **Academic Discipline** - promote accounting as a widely recognized, essential academic discipline.

Membership Fulfillment

- **Global Participation - ensure AAA meets the needs of international members** expand global participation, outreach and influence of AAA throughout the world.
- **Membership Development and Career Success** - ensure AAA fulfills its charter to its members who look to AAA to advance their careers.

AAA Commons

- **Technology Platform** - create the AAA Commons where members can network and collaborate about education, research and administration.
- **Knowledge Sharing** - distribute ideas and knowledge through traditional and new channels, and to open up opportunities for broader membership participation.

In addition, there are five more initiatives which are vital to the association's success. They are being implemented as resources are available.

- **Strategic Relationships** – forging and sustaining relationships with organizations that are important to AAA's membership, sustain its vitality, and facilitate its mission.
- **Governance** – finding optimal ways to sustain a strategic focus, given the changes in leadership each year, ensuring the organization is structured and managed for consistent implementation and execution of strategy.
- **Business Processes** – designing and implementing effective core and supporting processes that provide a base for the increasing level of services provided by AAA.
- **Branding** – developing and sustaining a widely recognized brand for the organization that reflects our vision.
- **Finance** – sustaining and enhancing the financial strength of the organization.

You Can Make A Difference

This strategy is intended to benefit current members of the AAA and those who will join us in the future.

Its ultimate success will depend on our ability to implement and execute it. We need your help.

- 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