

# Accounting Programs Leadership Group



A Group of the American Accounting Association

Volume 34, No 2, Fall/Winter 2010

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## President's Message



As accounting program leaders, we are all well aware of the challenges we face. Budgets continue to shrink at a time when many of us are witnessing increased student demand for classes. Senior faculty who often carry heavier teaching loads and service responsibilities are retiring to be replaced by more expensive assistant professors with lighter teaching loads and reduced department service loads. Development efforts have become more challenging in light of the weakened economy and shrunken balance sheets of our alumni. And let us not forget the constant need to revise our curriculums so that our graduates have the knowledge and skills needed to succeed in an increasingly competitive and complex profession and world. While there is much to keep us awake at nights, I firmly believe that these many challenges also pose opportunities for accounting leaders to rethink what we are doing and how we are doing it. In the words of Stanford economist Paul Romer, "A crisis is a terrible thing to waste!"

One benefit of the past few years' economic and financial calamity is it has forced each of us to think deeply about how we can best utilize our human and financial capital to maximize the value we provide our students and our profession. More than ever, effective academic leadership during challenging times requires a mission-based perspective to streamline our programs, manage our faculty, and allocate scarce resources. Working with our faculty, it has become increasingly important to develop a shared sense of mission, values, and program priorities. This applies to the department as a whole as well as to each program offered by the department. If your goal is to become a "top 25" program, increase the impact of faculty research, or launch an on-line program, it is likely that you will have to deemphasize other activities or programs within the department and more strategically align your financial resources with your goals.

The challenges we face as academic leaders can make many of us feeling lonely at times. More than ever, the APLG is a relevant and valuable resource for all of us. The APLG's mission is to "stimulate excellence in accounting education through outstanding leadership

## Spring Newsletter Deadline

The deadline for material to be included in the Spring/Summer 2011 issue is April 3, 2011.

Please send all information to the Vice-President of Communications at the address below for delivery no later than that date to ensure the timeliness of the issue.

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Accounting Programs Leadership Group  
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of accounting programs." On a less lofty level, the APLG provides members the opportunity to learn from each other, share our ideas, and learn from others how to "stimulate excellence" in both our personal development and our programs.

Our annual mid-year meeting in Savannah on February 13-15 offers many opportunities to learn from excellent leaders at the many forums and sessions. In addition to the program, this meeting also provides each of us the opportunity to visit informally with other department heads and program chairs to gain insight from their experiences. Over the years, I have gained tremendous knowledge and insight from this meeting and I hope you will too. You can learn more about the meeting at <http://aaahq.org/aplg/seminars/2011/regis.htm>. A "tip of the hat" goes to Charles Davis who is chairing this year's meeting and has put together a terrific program.

Productive and useful organizations like ours are sustained by the involvement of its members. I encourage you to become involved in the APLG. There are opportunities at both the national and regional levels for both veteran and rookie academic leaders.

I look forward to seeing you in Savannah!

Dan Murphy  
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# Accounting Programs Leadership Group



A Group of the American Accounting Association

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## Accounting Program Leadership Group

### Minutes of Board of Governors' Meeting August 1, 2010

Bud Fennema, president of the APLG, called the meeting to order at 9:00 am on Sunday, February 14, 2010 at the Sheraton Uptown in Albuquerque, NM. Members attending included Julie Peters, Bud Fennema, Jim Young, Kathy Shoztic, Linda Nichols, Jim Benjamin, Mary Beth Mohrman, Dan Murphy, Doug Ziegenfuss (substituting for Mark Nixon), Charles Davis, and Sarah Nutter. Absent: Nina Guthrie, Grant Thornton.

#### Approval of November 6, 2009 Minutes

The minutes from the Board of Governors meeting held on February 14, 2010 were approved.

#### Treasurer's Report

Treasurer Linda Nichols distributed documents showing 1) Budget to Actual to date (12/31/09) for the fiscal year ending 8/31/2010, 2) midyear meeting profitability from 1998 to 2009 and 3) a count of registrations for this year's meeting as a 2/1/10. Concerns were raised about reimbursement from the FSA for the loss sustained at the 2009 mid-year meeting. Bud agreed to contact Larry Walther, president-elect for the FSA.

The APLG has a large cash surplus. Bud suggested that we might think about what to do with the there might be worthy projects in which to invest some of the excess funds. The Board considered whether the registration fee for the mid-year meeting should be lowered. Other suggested that cutting dues for this section might be another possibility.

A question of where to store documents came up. The AAA Commons, AAA headquarters, keeping it with the camera were suggested.

Dues are slightly under but membership is 351 and budget is 325. Midyear meeting ended with deficit with cumulative deficit of 2374 and split with FSA. FSA 1187 was paid. Contributions from PwC (\$5K) for the meeting plus \$1,612.70 from Grant Thornton to sponsor a break. ABQ was a cheaper venue was approx. \$22,000 under budget. Not having midyear committee meeting saved substantial \$\$\$. Overall \$15,903 positive cash flow. On midyear meeting had a \$2,424 net positive cash flow (after splitting required contribution with FSA of 10,187). Total ending cash balance \$120,825.

## Newsletter

Doug has finished up the newsletter and it is posted. He is working with Mark on transition. Doug has formed a committee to continue looking at issues related to communications.

A survey was taken by AAA to all accounting chairs to solicit feedback. Discussion about doing another survey was discussed. Survey was used to build awareness of the APLG, to solicit information of planned sessions. Dan questioned what the value of the survey was and what information it gave us.

## Officer Responsibility Documentation

Bud raised the issue of creating officer responsibility documentation related to the tasks. All of it has been ad hoc and passed along anecdotally. Bud suggested that the current officers review the "to do" lists and forward to Sarah Nutter. Sarah suggested that we use the AAA Commons as a mechanism for communication.

## Large Firm Participation in Annual Meeting

Bud picked up the issue first discussed at the APLG midyear meeting. Grant Thornton has increased its participation significantly and it was affirmed that we should expand large firm participation to include them. The question was raised as to when to get them into the rotation. KPMG is on for the 2011 Savannah meeting. Dan will ask Grant Thornton for its participation for the 2012 meeting. PwC and Deloitte were amenable. At the last meeting, PwC did sponsor the reception following their speaker in ABQ. Voluntary sponsorship is welcome but not required.

## 2011 Annual Meeting

Bud noted that the meeting went very well. Videotaping was good but Mary Beth noted that the video only captured the speaker's face. All of the notes/powerpoints were also not available. Dough noted that several of the speakers did not want their slide decks posted and/or video posted. CPA Excel did a good job with the taping of the sessions. Doug asked if this might be a good use of our excess funds to support the documentation around the meeting sessions. Bud agreed to contact CPA Excel to see if they would be willing to continue this at the next midyear meeting. Fall planning will be by phone conference call October, 2010. Kathy will send the conference call number for the meeting.

Dan noted that planning for the annual meeting is going fine. Charles distributed and discussed the agenda for the 2011 meeting in Savannah. The Sunday sessions focus on the future in general, Monday sessions focus on the future of the profession and the impact of outsourcing and the federal government. Tuesday's sessions focus on online education and accreditation. For the accreditation meeting, it was suggested that 4 people serve on the panel that Bud is heading. Dan asked that Charles forward the budget for the meeting to Linda.

## APLG Standing Committees

Bud described how the committee structure was working.

***Newsletter Update and Communications Committee*** — Doug indicated Mark will be assuming the responsibilities. Doug suggested that the VP should be the chair of the committee. The charge should include managing the newsletter and communications including the web site and AAACommons.

***Membership Committee*** — Quinton is the liaison for this committee but was unable to attend today. At the moment, the committee has no members. Bud also presented information about the number of department chairs who attend their regional meetings. It was more than expected. Dan mentioned that the regions are differentially active. Bud had asked the regional coordinators if they would be willing to host a session with department chairs during the regional meetings. Two out of seven responded affirmatively. Bud hasn't yet followed up to know.

**Best Practices** — Mary Beth informed the group that her committee will be meeting this afternoon. The committee decided a hive for best practices and also offer a best practices award at the annual meeting. They have recommended that we give best practices awards with awards supported up to \$1,500. In addition, if there is sufficient response in the future we might consider offering a best practices session for the award winners.

**Database** — Kevin and Jim have been working on the graduate survey but recognized that the mission was the more finely tuned to the local market so that effort has been abandoned. Kevin, Jim, Tracey and the Austin Group met in Albuquerque to discuss a new survey. However, the AAA is now considering a similar effort so that there is now a question as to how much we should pursue. Jim distributed a rough draft of the current faculty data survey that was provided to the Austin Group in May. Jim has asked us to consider whether they have identified the right questions on the survey? Jim Benjamin noted that a prior effort by the AAA was not very useful as the questions are not easy to answer and raised the issue as to whether the results are really useful.

**Meeting** — Charles reported that this committee has not been active. Given that this committee has a regional meeting focus, the question has been to how active we should be at the regional meeting. Ohio group is active. With APLG. Suggested that the regional reps should be members and a board member should be the Chair. Agreed to change the name to the Regional Midyear Meeting Committee.

**Advocacy** — Jim stated that this committee is watching the actions of other groups and will report anything of interest to the Board. Jim is also serving on the AAA advocacy committee. The goal of this committee is to be aware of what is going on in other areas. A new issue that might be a focus is the AAA Pathways Commission, which is going to be rolled out on Tuesday at the annual meeting. The firm representatives requested that all of the firms be part of this along with the academic APLG leadership.

### Changing of the Guard

Bud introduced Dan Murphy as the new chair.

### New President's Agenda Items

Dan described the challenges of 1 year position and making a difference in this time frame. Dan described the need for a shared value proposition that will stand the test of time. Dan distributed a working draft of a document, "APLG: Building a Value Proposition for Members" that he and Jim (the president-elect) have collaborated on to define the value proposition for the organization. Dan asked the board to provide input on the draft.

The board discussed the potential for further collaboration between the FSA and the APLG given their common objectives and areas of interest. The board encouraged the president, president-elect, and Jim Benjamin to meet with the leadership of the FSA on this topic.

### Adjournment

There being no further business, Dan adjourned the meeting at noon.

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# Accounting Programs Leadership Group



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## Accounting Program Leadership Group

### Minutes of Board of Governors' Meeting October 15, 2010

Dan Murphy, president of the APLG, called the meeting to order at 2:00 p.m. on Friday, October 15, 2010 via teleconference. Members attending included Bud Fennema, Jim Young, Kathy Shoztic, Linda Nichols, Jim Benjamin, Mary Beth Mohrman, Dan Murphy, Mark Nixon, Charles Davis, Quinton Booker, Nina Guthrie, Sharon Lightner, and Sarah Nutter.

#### Approval of August 1, 2010 Minutes

The minutes from the Board of Governors meeting held on August 1, 2010 were approved.

#### Program Meeting

Charles Davis introduced the proposed agenda for the February meeting. Sunday morning new department chair session 1 "caught in the middle", session 2 "moving from peer to leader", session 3 "you are different – expectations of accounting chairs versus other department heads". Sunday afternoon the future is now issues: demography, economy and society and Allen Kupetz (Rollins College) on technology trends affecting professors. Morning focuses on Pathways Commission, outsourcing in the future, and a Big 4 panel on operational outsourcing issues in public accounting. Monday afternoon IMA will provide a panel of CFOs. This is the first time that IMA will be involved in the APLG meeting. John Veihmeyer, KPMG will speak in the afternoon session. On Tuesday, Phil Regier (Exec VP and Dean, ASU Online) will discuss the future of online education. The accreditation team member panel will be moderated by Bud Fennema. Bud is planning to invite panelists from large state schools, small privates, mid-level schools to provide a broad perspective. Jerry Trapnell will be giving an update on the AACSB Accounting standards. Dan thanked Charles for his work on putting together a high quality program.

#### 2012 Meeting

Jim Young thanked Marc Rubin and Greg Carnes and Gary McGill (FSA) for agreeing to help out with the meeting. Gary McGill will be identifying additional FSA members to assist as well. Jim Young raised the question as to why the first session has been for new chairs. Discussion centered on the titling of the new chairs session as the topics are timely for both new and more experienced chairs. Perhaps this session should be labeled as a

chair development session rather than just new chairs. After much discussion, Dan suggested that Jim work with his group to further refine this session to attract both new chairs and also include more experienced chairs. A suggestion was made to reach out to new chairs (and perhaps first time attendees) to invite them to the meet and also perhaps waive the registration for them.

Jim Young discussed the information on site selection. Discussed the potential sites: San Antonio, Austin, and New Orleans. Austin, it was there in 2002, right after 9-11, so attendance was low. It was suggested that New Orleans and San Antonio were more attractive to attendees. Attendance at meetings in these sites tends to be higher. New Orleans has the most expensive room rates. Goal is to get the conference site decided by October 31. In San Antonio, AAA rep is pushing to the Westin – it has been updated most recently and good flow. For New Orleans, the room rates are higher and the dates are a bit trickier. Astor Crowne Plaza is the most central to evening activities and is an excellent hotel in New Orleans. Rooms are more expensive but food and beverage seems to be cheaper. Jim Young requested that everyone respond to his email on rank of cities.

### Treasurer's Report

No new information since August meeting. The final information for the year will come out at the end of October. Nancy will send out the budget to actual for the year when she receives it. Projecting a net deficit of \$13,260 for the midyear meeting. Dan asked that she also let everyone know the cash balance.

### Status of APLG Newsletter

Mark noted that the plan is to maintain the newsletter with same sections. Tomorrow October 16 is technically the cut-off for the December (Fall/Winter) newsletter. There is a section that is for open comment/fresh perspectives from a member. Tim Fogarty has been writing these lately. Dan suggested that they put out a call for additional writers. Mark indicated that it might be too late for the next newsletter but could be done for the following newsletter. Jim Benjamin raised a question about including the FSA response to the proposed changes to AACSB accounting accreditation standards. The newsletter is now in an electronic format so including a link to the letter (pending FSA approval) will not be a problem. We also can do email communication to membership directly if there are things we would like to highlight.

### AACSB Proposals, FSA Response and APLG Possible Response

FSA board met with AACSB to go over the proposed updates to the accounting accreditation standards and created their response in a letter that was shared in this meeting. Dan noted that the response was complete and quite detailed. What should our response be? It was noted that FSA's primary mission was to promote accreditation and that the FSA and APLG have overlapping memberships. There was no coordination with APLG on this response. There was significant discussion of what response we should provide independently to AACSB. Changes will be voted on in April, 2011 meeting and then implementation will be in 2012. No other groups in the AAA have responded to it either. The AAA Education committee has decided not to do anything additional. Kathy mentioned the AICPA Precertification Education Executive Committee is also taking this up and she will share if there are any additional items that come out of that discussion. Dan requested that all board members read the FSA document and also the AACSB proposed changes and provide feedback on any additional items on which the APLG should comment (items that have not already been covered in the FSA response).

### Discussion of Consolidating APLG and FSA

Jim Benjamin mentioned that there has been significant overlap between the APLG and the FSA. In earlier years, there was some discussion of merging the two organizations. The joint meeting was the outcome of these earlier efforts. FSA had a two-day strategy retreat after the AAA annual meeting and reconfirmed their interest in maintaining a separate organization. Dan noted that there may still be some interest in merging the two organizations. It was suggested that the two boards and their members continue to talk about these issues. Jim Young offered to engage in a discussion with Gary McGill, FSA President Elect. It was also suggested that the organizations should poll their respective memberships to obtain their input. FSA did do a survey of their membership in August. Jim Benjamin observed that the results showed a high level of indifference on most issues.

### APLG's Role in Regional AAA Meeting

Dan asked for the Board's perspective on what the role should be and what currently is the role of APLG in the regional meetings. In Ohio regional, there is

a meeting of the chairs. Dan would like to poll regional leaders about what they are doing and what they would like to accomplish. Mark Nixon mentioned at the Northeast regional that there will be a meeting for chairs.

### Announcements

Sarah reminded the officers that at the August meeting: "Bud raised the issue of creating officer responsibility documentation related to the tasks. All of it has been ad hoc and passed along anecdotally. Bud suggested that the current officers review the "to do" lists and forward to Sarah Nutter. Sarah suggested that we use the AAA Commons as a mechanism for communication." Officers agreed to get their job descriptions from the by-laws and revise and then send their job descriptions with "to dos" to Sarah ([snutter@gmu.edu](mailto:snutter@gmu.edu)). Sarah will work with AAA to get the AAA commons site set up. Dan asked for nominations for the APLG service award. It was asked that Dan send out the list of past winners so that they won't be re-nominated.

### Adjournment

There being no further business, Dan adjourned the meeting at 3:50 p.m.

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# Accounting Programs Leadership Group



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## Accounting Programs Leadership Group

### 2010-2011 Officers and Board Members Officers

President	<a href="#"><u>Dan Murphy</u></a>	University of Tennessee
President-Elect	Jim Young	Northern Illinois University
Vice-President, Academic Standards	Jim Benjamin	Texas A&M University
Vice-President, Communications	Mark Nixon	Bentley University
Secretary	Sara Nutter	George Mason University
Treasurer	Linda Nichols	Texas Tech University

#### ***At-Large Board Members***

Academic At-Large Board Member	Charles Davis	Baylor University
Academic At-Large Board Member	Quinton Booker	Jackson State University
Academic At-Large Board Member	Mark Rubin	Miami University
Academic At-Large Board Member	Sharon Lightner	San Diego State University
Practice At-Large Board Members	Nina Guthrie	Grant Thornton LLP
Practice At-Large Board Member	Kathy Shoztic	Deloitte

#### ***Regional Coordinators***

Mid-Atlantic	Tim Pearson	West Virginia University
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Midwest

Northeast

Ohio

Southeast

Southwest

Western

Richard Ott

Mark Nixon

Thomas Calderon

Ralph Welton

Lee Yao

Allen McConnell

Kansas State

Bentley University

University of Akron

Clemson University

Loyola University (New Orleans)

University of Northern Colorado

***2010-2011 Nominating Committee Members***

Nominating Committee Member

Nominating Committee Member

Nominating Committee Member

Paula Thomas

Judy Rayburn

Parveen Gupta

Middle Tennessee State University

University of Minnesota

Lehigh University

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November 5, 2010

AACSB International  
777 South Harbor Island Blvd.  
Tampa, FL 33602

ATTN: Accreditation Quality Committee

We appreciate the fact that the AACSB Accreditation Quality Committee has requested input from stakeholders regarding their review of the standards for accounting accreditation. Given its mission to stimulate excellence in accounting education, the Accounting Programs Leadership Group (APLG) of the American Accounting Association is vitally interested in the accounting accreditation process and standards. Indeed, one of the key goals of APLG is to participate actively in changes in accounting accreditation.

We are aware that the Federations of Schools of Accounting (FSA) has already submitted significant and detailed input on possible changes in the accounting standards. The FSA and APLG are closely affiliated organizations that have a joint annual meeting and significant overlap in membership. Approximately 75 percent of the full member schools of FSA also have members in APLG and the 2010-11 FSA president, president-elect, past president, treasurer, and directors from member schools and nonprofit associates are also currently members of the APLG. Similarly, several members of the APLG board (including the president, president-elect, and vice president for academics) are the department chairs at FSA full member schools. Because of the similarity of goals of the FSA and APLG and the substantial membership overlap, our additional input will be relatively brief.

We appreciate the efforts of the FSA board to provide detailed input on the accreditation process. The APLG board concurs with the overall spirit of their guidance and we share their continuing commitment to separate accounting accreditation. We also particularly share their stated concern about the costs of maintaining separate accreditation and their suggestions for mitigating these costs. We do want to elaborate on a few specifics regarding the standards.

We wish to emphasize the need to eliminate redundancy between accounting and business standards and focus only on incremental information related to accounting program outcomes. This will result in fewer accounting standards, a streamlined compilation process, and a more informative accreditation report. At many member schools, a significant portion of the faculty is involved in accreditation compliance activities. A more focused process and report will reduce the administrative burden placed on accounting faculty.

One example of redundancy is Standard 40, which we believe should be eliminated. The comparable Business Standard is designed to address to the need for academic breadth for all undergraduate business programs and should be used for accounting programs as well.

Similar to concerns raised by the FSA in their letter, we believe that Standard 33 should focus on initial placements and employer and alumni feedback. This feedback should address issues related to program characteristics rather than career success.

Standard 36 should focus on the appropriate level and types of professional engagement by the faculty within the context of the program's mission. We support the use of a portfolio approach and believe that "recent relevant experience" does not fully capture the many ways in which professional engagement can occur. The level and types of professional engagement should be determined by each program in a manner consistent with their overall mission.

The APLG supports the spirit of the comments expressed by the FSA Board and share their commitment to separate accounting accreditation. We hope that the points of emphasis and clarification made in this letter will be viewed positively by the Accreditation Quality Committee

Respectfully,

A handwritten signature in cursive script that reads "Daniel P. Murphy". The signature is written in dark ink and is positioned below the word "Respectfully,".

Daniel P. Murphy  
Deloitte & Touche Professor and  
Department Head  
Accounting Programs Leadership Group, President  
Accounting Programs Leadership Group Board of Directors

# Accounting Programs Leadership Group



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## Accounting Program Leadership Group

### 2011 Distinguished Achievement in Accounting Education Award Call for Nominations

Nomination Deadline: February 1, 2011 (postmarked)

The *AICPA Distinguished Achievement in Accounting Education Award* recognizes full-time college accounting educators distinguished for excellence in teaching and for national prominence in the accounting profession. The award has a dual function: to extend profession-wide recognition to the recipient and promote role models in academia. State CPA societies, as well as individuals, may submit nominations for the annual award. Self-nominations are not accepted.

The award winner will be recognized at the Spring Meeting of AICPA Council to be held May 22-24, 2011 in Washington DC. [Click here](#) for more information on the eligibility and nomination process.

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## Accounting Program Leadership Group

### APLG/FSA Annual Seminar February 13-15, 2011

The *APLG/FSA Annual Seminar* will be held February 13-15, 2011 in Savannah, Georgia. Although Early Registration has passed you can still register for an outstanding program.

The program agendas can be viewed online at [APLG/FSA Seminar Program](#) and [New Chair's Program](#). Keynote speakers of the Seminar program include:

- Allen Kupetz - Executive-in-Residence at Crummer Graduate School of Business, Rollins College, and author of *The Future of Less*
- Mark Toon - Co-Founder, President, and Chief Executive Officer, EquaTerra
- John Veihmeyer - U.S. Chairman and CEO, KPMG
- Jay McIntosh - President, Consumer Foresight, LLC
- Phil Regier - Executive Vice President and Dean, ASU Online
- Kevin Stocks - President, American Accounting Association
- Jerry Trapnell - Executive Vice President and Chief Accreditation Officer, AACSB International
- A panel of Big 4 practitioners discussing the use of outsourcing by the firms
- A panel of CFOs discussing today's most pressing topics (sponsored by the IMA)

See the online [Seminar Program](#) for descriptions of the presentations, and bio information of the speakers.

The registration fee includes Sunday lunch beginning at 11:45 a.m. Awards will be presented at the luncheon. Located in the heart of Georgia's Coastal Low country, Savannah is known for its natural beauty, antebellum architecture, and Southern cooking. The average high temperature for February is 63, with low averaging 40 degrees, making the city the perfect getaway from the winter cold. With nonstop flights from 13 U.S. cities to the Savannah/Hilton Head International Airport, Savannah is a destination on most major airlines. Hilton Head, South Carolina is a short 40-mile drive. The meeting hotel -

the Savannah Marriott Riverfront - can be reached by cab (approximate fare of \$28, one way).

To [Register Online](#) for the conference, you will need your AAA username and password. The site is case-sensitive so please be sure to enter your username and password exactly as they appear in your AAA member record.

If you have forgotten your user ID and password, you may retrieve your user ID and reset your password by entering your email address on the login retrieval form located [HERE](#). (Note that the email address you enter must be the same email address contained in your AAA member record.) If you do not receive an email message with retrieval/reset instructions, please contact the American Accounting Association at [info@aaahq.org](mailto:info@aaahq.org).

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One benefit of the past few years' economic and financial calamity is it has forced each of us to think deeply about how we can best utilize our human and financial capital to maximize the value we provide our students and our profession. More than ever, effective academic leadership during challenging times requires a mission-based perspective to streamline our programs, manage our faculty, and allocate scarce resources. Working with our faculty, it has become increasingly important to develop a shared sense of mission, values, and program priorities. This applies to the department as a whole as well as to each program offered by the department. If your goal is to become a "top 25" program, increase the impact of faculty research, or launch an on-line program, it is likely that you will have to deemphasize other activities or programs within the department and more strategically align your financial resources with your goals.

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Productive and useful organizations like ours are sustained by the involvement of its members. I encourage you to become involved in the APLG. There are opportunities at both the national and regional levels for both veteran and rookie academic leaders.

I look forward to seeing you in Savannah!

Dan Murphy  
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## Accounting Program Leadership Group

### Minutes of Board of Governors' Meeting August 1, 2010

Bud Fennema, president of the APLG, called the meeting to order at 9:00 am on Sunday, February 14, 2010 at the Sheraton Uptown in Albuquerque, NM. Members attending included Julie Peters, Bud Fennema, Jim Young, Kathy Shoztic, Linda Nichols, Jim Benjamin, Mary Beth Mohrman, Dan Murphy, Doug Ziegenfuss (substituting for Mark Nixon), Charles Davis, and Sarah Nutter. Absent: Nina Guthrie, Grant Thornton.

#### Approval of November 6, 2009 Minutes

The minutes from the Board of Governors meeting held on February 14, 2010 were approved.

#### Treasurer's Report

Treasurer Linda Nichols distributed documents showing 1) Budget to Actual to date (12/31/09) for the fiscal year ending 8/31/2010, 2) midyear meeting profitability from 1998 to 2009 and 3) a count of registrations for this year's meeting as a 2/1/10. Concerns were raised about reimbursement from the FSA for the loss sustained at the 2009 mid-year meeting. Bud agreed to contact Larry Walther, president-elect for the FSA.

The APLG has a large cash surplus. Bud suggested that we might think about what to do with the there might be worthy projects in which to invest some of the excess funds. The Board considered whether the registration fee for the mid-year meeting should be lowered. Other suggested that cutting dues for this section might be another possibility.

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Dues are slightly under but membership is 351 and budget is 325. Midyear meeting ended with deficit with cumulative deficit of 2374 and split with FSA. FSA 1187 was paid. Contributions from PwC (\$5K) for the meeting plus \$1,612.70 from Grant Thornton to sponsor a break. ABQ was a cheaper venue was approx. \$22,000 under budget. Not having midyear committee meeting saved substantial \$\$\$. Overall \$15,903 positive cash flow. On midyear meeting had a \$2,424 net positive cash flow (after splitting required contribution with FSA of 10,187). Total ending cash balance \$120,825.

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Bud noted that the meeting went very well. Videotaping was good but Mary Beth noted that the video only captured the speaker's face. All of the notes/powerpoints were also not available. Dough noted that several of the speakers did not want their slide decks posted and/or video posted. CPA Excel did a good job with the taping of the sessions. Doug asked if this might be a good use of our excess funds to support the documentation around the meeting sessions. Bud agreed to contact CPA Excel to see if they would be willing to continue this at the next midyear meeting. Fall planning will be by phone conference call October, 2010. Kathy will send the conference call number for the meeting.

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## APLG Standing Committees

Bud described how the committee structure was working.

***Newsletter Update and Communications Committee*** — Doug indicated Mark will be assuming the responsibilities. Doug suggested that the VP should be the chair of the committee. The charge should include managing the newsletter and communications including the web site and AAACommons.

***Membership Committee*** — Quinton is the liaison for this committee but was unable to attend today. At the moment, the committee has no members. Bud also presented information about the number of department chairs who attend their regional meetings. It was more than expected. Dan mentioned that the regions are differentially active. Bud had asked the regional coordinators if they would be willing to host a session with department chairs during the regional meetings. Two out of seven responded affirmatively. Bud hasn't yet followed up to know.

**Best Practices** — Mary Beth informed the group that her committee will be meeting this afternoon. The committee decided a hive for best practices and also offer a best practices award at the annual meeting. They have recommended that we give best practices awards with awards supported up to \$1,500. In addition, if there is sufficient response in the future we might consider offering a best practices session for the award winners.

**Database** — Kevin and Jim have been working on the graduate survey but recognized that the mission was the more finely tuned to the local market so that effort has been abandoned. Kevin, Jim, Tracey and the Austin Group met in Albuquerque to discuss a new survey. However, the AAA is now considering a similar effort so that there is now a question as to how much we should pursue. Jim distributed a rough draft of the current faculty data survey that was provided to the Austin Group in May. Jim has asked us to consider whether they have identified the right questions on the survey? Jim Benjamin noted that a prior effort by the AAA was not very useful as the questions are not easy to answer and raised the issue as to whether the results are really useful.

**Meeting** — Charles reported that this committee has not been active. Given that this committee has a regional meeting focus, the question has been to how active we should be at the regional meeting. Ohio group is active. With APLG. Suggested that the regional reps should be members and a board member should be the Chair. Agreed to change the name to the Regional Midyear Meeting Committee.

**Advocacy** — Jim stated that this committee is watching the actions of other groups and will report anything of interest to the Board. Jim is also serving on the AAA advocacy committee. The goal of this committee is to be aware of what is going on in other areas. A new issue that might be a focus is the AAA Pathways Commission, which is going to be rolled out on Tuesday at the annual meeting. The firm representatives requested that all of the firms be part of this along with the academic APLG leadership.

### Changing of the Guard

Bud introduced Dan Murphy as the new chair.

### New President's Agenda Items

Dan described the challenges of 1 year position and making a difference in this time frame. Dan described the need for a shared value proposition that will stand the test of time. Dan distributed a working draft of a document, "APLG: Building a Value Proposition for Members" that he and Jim (the president-elect) have collaborated on to define the value proposition for the organization. Dan asked the board to provide input on the draft.

The board discussed the potential for further collaboration between the FSA and the APLG given their common objectives and areas of interest. The board encouraged the president, president-elect, and Jim Benjamin to meet with the leadership of the FSA on this topic.

### Adjournment

There being no further business, Dan adjourned the meeting at noon.

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# Accounting Programs Leadership Group



A Group of the American Accounting Association

Volume 34, No 2, Fall/Winter 2010

## Accounting Program Leadership Group

### Minutes of Board of Governors' Meeting October 15, 2010

Dan Murphy, president of the APLG, called the meeting to order at 2:00 p.m. on Friday, October 15, 2010 via teleconference. Members attending included Bud Fennema, Jim Young, Kathy Shoztic, Linda Nichols, Jim Benjamin, Mary Beth Mohrman, Dan Murphy, Mark Nixon, Charles Davis, Quinton Booker, Nina Guthrie, Sharon Lightner, and Sarah Nutter.

#### Approval of August 1, 2010 Minutes

The minutes from the Board of Governors meeting held on August 1, 2010 were approved.

#### Program Meeting

Charles Davis introduced the proposed agenda for the February meeting. Sunday morning new department chair session 1 "caught in the middle", session 2 "moving from peer to leader", session 3 "you are different – expectations of accounting chairs versus other department heads". Sunday afternoon the future is now issues: demography, economy and society and Allen Kupetz (Rollins College) on technology trends affecting professors. Morning focuses on Pathways Commission, outsourcing in the future, and a Big 4 panel on operational outsourcing issues in public accounting. Monday afternoon IMA will provide a panel of CFOs. This is the first time that IMA will be involved in the APLG meeting. John Veihmeyer, KPMG will speak in the afternoon session. On Tuesday, Phil Regier (Exec VP and Dean, ASU Online) will discuss the future of online education. The accreditation team member panel will be moderated by Bud Fennema. Bud is planning to invite panelists from large state schools, small privates, mid-level schools to provide a broad perspective. Jerry Trapnell will be giving an update on the AACSB Accounting standards. Dan thanked Charles for his work on putting together a high quality program.

#### 2012 Meeting

Jim Young thanked Marc Rubin and Greg Carnes and Gary McGill (FSA) for agreeing to help out with the meeting. Gary McGill will be identifying additional FSA members to assist as well. Jim Young raised the question as to why the first session has been for new chairs. Discussion centered on the titling of the new chairs session as the topics are timely for both new and more experienced chairs. Perhaps this session should be labeled as a

chair development session rather than just new chairs. After much discussion, Dan suggested that Jim work with his group to further refine this session to attract both new chairs and also include more experienced chairs. A suggestion was made to reach out to new chairs (and perhaps first time attendees) to invite them to the meet and also perhaps waive the registration for them.

Jim Young discussed the information on site selection. Discussed the potential sites: San Antonio, Austin, and New Orleans. Austin, it was there in 2002, right after 9-11, so attendance was low. It was suggested that New Orleans and San Antonio were more attractive to attendees. Attendance at meetings in these sites tends to be higher. New Orleans has the most expensive room rates. Goal is to get the conference site decided by October 31. In San Antonio, AAA rep is pushing to the Westin – it has been updated most recently and good flow. For New Orleans, the room rates are higher and the dates are a bit trickier. Astor Crowne Plaza is the most central to evening activities and is an excellent hotel in New Orleans. Rooms are more expensive but food and beverage seems to be cheaper. Jim Young requested that everyone respond to his email on rank of cities.

### Treasurer's Report

No new information since August meeting. The final information for the year will come out at the end of October. Nancy will send out the budget to actual for the year when she receives it. Projecting a net deficit of \$13,260 for the midyear meeting. Dan asked that she also let everyone know the cash balance.

### Status of APLG Newsletter

Mark noted that the plan is to maintain the newsletter with same sections. Tomorrow October 16 is technically the cut-off for the December (Fall/Winter) newsletter. There is a section that is for open comment/fresh perspectives from a member. Tim Fogarty has been writing these lately. Dan suggested that they put out a call for additional writers. Mark indicated that it might be too late for the next newsletter but could be done for the following newsletter. Jim Benjamin raised a question about including the FSA response to the proposed changes to AACSB accounting accreditation standards. The newsletter is now in an electronic format so including a link to the letter (pending FSA approval) will not be a problem. We also can do email communication to membership directly if there are things we would like to highlight.

### AACSB Proposals, FSA Response and APLG Possible Response

FSA board met with AACSB to go over the proposed updates to the accounting accreditation standards and created their response in a letter that was shared in this meeting. Dan noted that the response was complete and quite detailed. What should our response be? It was noted that FSA's primary mission was to promote accreditation and that the FSA and APLG have overlapping memberships. There was no coordination with APLG on this response. There was significant discussion of what response we should provide independently to AACSB. Changes will be voted on in April, 2011 meeting and then implementation will be in 2012. No other groups in the AAA have responded to it either. The AAA Education committee has decided not to do anything additional. Kathy mentioned the AICPA Precertification Education Executive Committee is also taking this up and she will share if there are any additional items that come out of that discussion. Dan requested that all board members read the FSA document and also the AACSB proposed changes and provide feedback on any additional items on which the APLG should comment (items that have not already been covered in the FSA response).

### Discussion of Consolidating APLG and FSA

Jim Benjamin mentioned that there has been significant overlap between the APLG and the FSA. In earlier years, there was some discussion of merging the two organizations. The joint meeting was the outcome of these earlier efforts. FSA had a two-day strategy retreat after the AAA annual meeting and reconfirmed their interest in maintaining a separate organization. Dan noted that there may still be some interest in merging the two organizations. It was suggested that the two boards and their members continue to talk about these issues. Jim Young offered to engage in a discussion with Gary McGill, FSA President Elect. It was also suggested that the organizations should poll their respective memberships to obtain their input. FSA did do a survey of their membership in August. Jim Benjamin observed that the results showed a high level of indifference on most issues.

### APLG's Role in Regional AAA Meeting

Dan asked for the Board's perspective on what the role should be and what currently is the role of APLG in the regional meetings. In Ohio regional, there is

a meeting of the chairs. Dan would like to poll regional leaders about what they are doing and what they would like to accomplish. Mark Nixon mentioned at the Northeast regional that there will be a meeting for chairs.

### Announcements

Sarah reminded the officers that at the August meeting: "Bud raised the issue of creating officer responsibility documentation related to the tasks. All of it has been ad hoc and passed along anecdotally. Bud suggested that the current officers review the "to do" lists and forward to Sarah Nutter. Sarah suggested that we use the AAA Commons as a mechanism for communication." Officers agreed to get their job descriptions from the by-laws and revise and then send their job descriptions with "to dos" to Sarah ([snutter@gmu.edu](mailto:snutter@gmu.edu)). Sarah will work with AAA to get the AAA commons site set up.

Dan asked for nominations for the APLG service award. It was asked that Dan send out the list of past winners so that they won't be re-nominated.

### Adjournment

There being no further business, Dan adjourned the meeting at 3:50 p.m.

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# Accounting Programs Leadership Group



A Group of the American Accounting Association

Volume 34, No 2, Fall/Winter 2010

## Accounting Programs Leadership Group

### 2010-2011 Officers and Board Members Officers

President	<a href="#">Dan Murphy</a>	University of Tennessee
President-Elect	Jim Young	Northern Illinois University
Vice-President, Academic Standards	Jim Benjamin	Texas A&M University
Vice-President, Communications	Mark Nixon	Bentley University
Secretary	Sara Nutter	George Mason University
Treasurer	Linda Nichols	Texas Tech University

#### ***At-Large Board Members***

Academic At-Large Board Member	Charles Davis	Baylor University
Academic At-Large Board Member	Quinton Booker	Jackson State University
Academic At-Large Board Member	Mark Rubin	Miami University
Academic At-Large Board Member	Sharon Lightner	San Diego State University
Practice At-Large Board Members	Nina Guthrie	Grant Thornton LLP
Practice At-Large Board Member	Kathy Shoztic	Deloitte

#### ***Regional Coordinators***

Mid-Atlantic	Tim Pearson	West Virginia University
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Midwest

Northeast

Ohio

Southeast

Southwest

Western

Richard Ott

Mark Nixon

Thomas Calderon

Ralph Welton

Lee Yao

Allen McConnell

Kansas State

Bentley College

University of Akron

Clemson University

Loyola University (New Orleans)

University of Northern Colorado

***2010-2011 Nominating Committee Members***

Nominating Committee Member

Nominating Committee Member

Nominating Committee Member

Paula Thomas

Judy Rayburn

Parveen Gupta

Middle Tennessee State University

University of Minnesota

Lehigh University

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November 5, 2010

AACSB International  
777 South Harbor Island Blvd.  
Tampa, FL 33602

ATTN: Accreditation Quality Committee

We appreciate the fact that the AACSB Accreditation Quality Committee has requested input from stakeholders regarding their review of the standards for accounting accreditation. Given its mission to stimulate excellence in accounting education, the Accounting Programs Leadership Group (APLG) of the American Accounting Association is vitally interested in the accounting accreditation process and standards. Indeed, one of the key goals of APLG is to participate actively in changes in accounting accreditation.

We are aware that the Federations of Schools of Accounting (FSA) has already submitted significant and detailed input on possible changes in the accounting standards. The FSA and APLG are closely affiliated organizations that have a joint annual meeting and significant overlap in membership. Approximately 75 percent of the full member schools of FSA also have members in APLG and the 2010-11 FSA president, president-elect, past president, treasurer, and directors from member schools and nonprofit associates are also currently members of the APLG. Similarly, several members of the APLG board (including the president, president-elect, and vice president for academics) are the department chairs at FSA full member schools. Because of the similarity of goals of the FSA and APLG and the substantial membership overlap, our additional input will be relatively brief.

We appreciate the efforts of the FSA board to provide detailed input on the accreditation process. The APLG board concurs with the overall spirit of their guidance and we share their continuing commitment to separate accounting accreditation. We also particularly share their stated concern about the costs of maintaining separate accreditation and their suggestions for mitigating these costs. We do want to elaborate on a few specifics regarding the standards.

We wish to emphasize the need to eliminate redundancy between accounting and business standards and focus only on incremental information related to accounting program outcomes. This will result in fewer accounting standards, a streamlined compilation process, and a more informative accreditation report. At many member schools, a significant portion of the faculty is involved in accreditation compliance activities. A more focused process and report will reduce the administrative burden placed on accounting faculty.

One example of redundancy is Standard 40, which we believe should be eliminated. The comparable Business Standard is designed to address to the need for academic breadth for all undergraduate business programs and should be used for accounting programs as well.

Similar to concerns raised by the FSA in their letter, we believe that Standard 33 should focus on initial placements and employer and alumni feedback. This feedback should address issues related to program characteristics rather than career success.

Standard 36 should focus on the appropriate level and types of professional engagement by the faculty within the context of the program's mission. We support the use of a portfolio approach and believe that "recent relevant experience" does not fully capture the many ways in which professional engagement can occur. The level and types of professional engagement should be determined by each program in a manner consistent with their overall mission.

The APLG supports the spirit of the comments expressed by the FSA Board and share their commitment to separate accounting accreditation. We hope that the points of emphasis and clarification made in this letter will be viewed positively by the Accreditation Quality Committee

Respectfully,

A handwritten signature in cursive script that reads "Daniel P. Murphy".

Daniel P. Murphy  
Deloitte & Touche Professor and  
Department Head  
Accounting Programs Leadership Group, President  
Accounting Programs Leadership Group Board of Directors

# Accounting Programs Leadership Group



A Group of the American Accounting Association

Volume 34, No 2, Fall/Winter 2010

## Accounting Program Leadership Group

### 2011 Distinguished Achievement in Accounting Education Award Call for Nominations

Nomination Deadline: February 1, 2011 (postmarked)

The *AICPA Distinguished Achievement in Accounting Education Award* recognizes full-time college accounting educators distinguished for excellence in teaching and for national prominence in the accounting profession. The award has a dual function: to extend profession-wide recognition to the recipient and promote role models in academia. State CPA societies, as well as individuals, may submit nominations for the annual award. Self-nominations are not accepted.

The award winner will be recognized at the Spring Meeting of AICPA Council to be held May 22-24, 2011 in Washington DC. [Click here](#) for more information on the eligibility and nomination process.

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# Accounting Programs Leadership Group



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## Accounting Program Leadership Group

### APLG/FSA Annual Seminar February 13-15, 2011

The *APLG/FSA Annual Seminar* will be held February 13-15, 2011 in Savannah, Georgia. Although Early Registration has passed you can still register for an outstanding program.

The program agendas can be viewed online at [APLG/FSA Seminar Program](#) and [New Chair's Program](#). Keynote speakers of the Seminar program include:

- Allen Kupetz - Executive-in-Residence at Crummer Graduate School of Business, Rollins College, and author of *The Future of Less*
- Mark Toon - Co-Founder, President, and Chief Executive Officer, EquaTerra
- John Veihmeyer - U.S. Chairman and CEO, KPMG
- Jay McIntosh - President, Consumer Foresight, LLC
- Phil Regier - Executive Vice President and Dean, ASU Online
- Kevin Stocks - President, American Accounting Association
- Jerry Trapnell - Executive Vice President and Chief Accreditation Officer, AACSB International
- A panel of Big 4 practitioners discussing the use of outsourcing by the firms
- A panel of CFOs discussing today's most pressing topics (sponsored by the IMA)

See the online [Seminar Program](#) for descriptions of the presentations, and bio information of the speakers.

The registration fee includes Sunday lunch beginning at 11:45 a.m. Awards will be presented at the luncheon. Located in the heart of Georgia's Coastal Low country, Savannah is known for its natural beauty, antebellum architecture, and Southern cooking. The average high temperature for February is 63, with low averaging 40 degrees, making the city the perfect getaway from the winter cold. With nonstop flights from 13 U.S. cities to the Savannah/Hilton Head International Airport, Savannah is a destination on most major airlines. Hilton Head, South Carolina is a short 40-mile drive. The meeting hotel -

the Savannah Marriott Riverfront - can be reached by cab (approximate fare of \$28, one way).

To [Register Online](#) for the conference, you will need your AAA username and password. The site is case-sensitive so please be sure to enter your username and password exactly as they appear in your AAA member record.

If you have forgotten your user ID and password, you may retrieve your user ID and reset your password by entering your email address on the login retrieval form located [HERE](#). (Note that the email address you enter must be the same email address contained in your AAA member record.) If you do not receive an email message with retrieval/reset instructions, please contact the American Accounting Association at [info@aaahq.org](mailto:info@aaahq.org).

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[APLG News](#)

[Award Call for Nominations](#)

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## President's Message



As accounting program leaders, we are all well aware of the challenges we face. Budgets continue to shrink at a time when many of us are witnessing increased student demand for classes. Senior faculty who often carry heavier teaching loads and service responsibilities are retiring to be replaced by more expensive assistant professors with lighter teaching loads and reduced department service loads. Development efforts have become more challenging in light of the weakened economy and shrunken balance sheets of our alumni. And let us not forget the constant need to revise our curriculums so that our graduates have the knowledge and skills needed to succeed in an increasingly competitive and complex profession and world. While there is much to keep us awake at nights, I firmly believe that these many challenges also pose opportunities for accounting leaders to rethink what we are doing and how we are doing it. In the words of Stanford economist Paul Romer, "A crisis is a terrible thing to waste!"

One benefit of the past few years' economic and financial calamity is it has forced each of us to think deeply about how we can best utilize our human and financial capital to maximize the value we provide our students and our profession. More than ever, effective academic leadership during challenging times requires a mission-based perspective to streamline our programs, manage our faculty, and allocate scarce resources. Working with our faculty, it has become increasingly important to develop a shared sense of mission, values, and program priorities. This applies to the department as a whole as well as to each program offered by the department. If your goal is to become a "top 25" program, increase the impact of faculty research, or launch an on-line program, it is likely that you will have to deemphasize other activities or programs within the department and more strategically align your financial resources with your goals.

The challenges we face as academic leaders can make many of us feeling lonely at times. More than ever, the APLG is a relevant and valuable resource for all of us. The APLG's mission is to "stimulate excellence in accounting education through outstanding leadership

## Spring Newsletter Deadline

The deadline for material to be included in the Spring/Summer 2011 issue is April 3, 2011.

Please send all information to the Vice-President of Communications at the address below for delivery no later than that date to ensure the timeliness of the issue.

Mark Nixon  
Chair, Department of Accountancy  
College of Business, Bentley College  
175 Forest St  
Wharham, MA 02452-4705  
Phone: 781-891-2087  
Fax: 781-981-2896  
Email: [mnixon@bentley.edu](mailto:mnixon@bentley.edu)

Accounting Programs Leadership Group  
A Group of the American Accounting Association  
Published Biannually  
American Accounting Association  
5717 Bessie Drive  
Sarasota, FL 34233-2399

of accounting programs." On a less lofty level, the APLG provides members the opportunity to learn from each other, share our ideas, and learn from others how to "stimulate excellence" in both our personal development and our programs.

Our annual mid-year meeting in Savannah on February 13-15 offers many opportunities to learn from excellent leaders at the many forums and sessions. In addition to the program, this meeting also provides each of us the opportunity to visit informally with other department heads and program chairs to gain insight from their experiences. Over the years, I have gained tremendous knowledge and insight from this meeting and I hope you will too. You can learn more about the meeting at <http://aaahq.org/aplg/seminars/2011/regis.htm>. A "tip of the hat" goes to Charles Davis who is chairing this year's meeting and has put together a terrific program.

Productive and useful organizations like ours are sustained by the involvement of its members. I encourage you to become involved in the APLG. There are opportunities at both the national and regional levels for both veteran and rookie academic leaders.

I look forward to seeing you in Savannah!

Dan Murphy  
Department of Accounting and Information Management  
College of Business Administration  
University of Tennessee-Knoxville  
916 Volunteer Blvd.  
Knoxville, TN 37996-0560  
Phone: 865-974-1752  
Fax: 865-974-4631  
Email: [dmurphy@utk.edu](mailto:dmurphy@utk.edu)



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#### Approval of November 6, 2009 Minutes

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***Newsletter Update and Communications Committee*** — Doug indicated Mark will be assuming the responsibilities. Doug suggested that the VP should be the chair of the committee. The charge should include managing the newsletter and communications including the web site and AAACommons.

***Membership Committee*** — Quinton is the liaison for this committee but was unable to attend today. At the moment, the committee has no members. Bud also presented information about the number of department chairs who attend their regional meetings. It was more than expected. Dan mentioned that the regions are differentially active. Bud had asked the regional coordinators if they would be willing to host a session with department chairs during the regional meetings. Two out of seven responded affirmatively. Bud hasn't yet followed up to know.

**Best Practices** — Mary Beth informed the group that her committee will be meeting this afternoon. The committee decided a hive for best practices and also offer a best practices award at the annual meeting. They have recommended that we give best practices awards with awards supported up to \$1,500. In addition, if there is sufficient response in the future we might consider offering a best practices session for the award winners.

**Database** — Kevin and Jim have been working on the graduate survey but recognized that the mission was the more finely tuned to the local market so that effort has been abandoned. Kevin, Jim, Tracey and the Austin Group met in Albuquerque to discuss a new survey. However, the AAA is now considering a similar effort so that there is now a question as to how much we should pursue. Jim distributed a rough draft of the current faculty data survey that was provided to the Austin Group in May. Jim has asked us to consider whether they have identified the right questions on the survey? Jim Benjamin noted that a prior effort by the AAA was not very useful as the questions are not easy to answer and raised the issue as to whether the results are really useful.

**Meeting** — Charles reported that this committee has not been active. Given that this committee has a regional meeting focus, the question has been to how active we should be at the regional meeting. Ohio group is active. With APLG. Suggested that the regional reps should be members and a board member should be the Chair. Agreed to change the name to the Regional Midyear Meeting Committee.

**Advocacy** — Jim stated that this committee is watching the actions of other groups and will report anything of interest to the Board. Jim is also serving on the AAA advocacy committee. The goal of this committee is to be aware of what is going on in other areas. A new issue that might be a focus is the AAA Pathways Commission, which is going to be rolled out on Tuesday at the annual meeting. The firm representatives requested that all of the firms be part of this along with the academic APLG leadership.

### Changing of the Guard

Bud introduced Dan Murphy as the new chair.

### New President's Agenda Items

Dan described the challenges of 1 year position and making a difference in this time frame. Dan described the need for a shared value proposition that will stand the test of time. Dan distributed a working draft of a document, "APLG: Building a Value Proposition for Members" that he and Jim (the president-elect) have collaborated on to define the value proposition for the organization. Dan asked the board to provide input on the draft.

The board discussed the potential for further collaboration between the FSA and the APLG given their common objectives and areas of interest. The board encouraged the president, president-elect, and Jim Benjamin to meet with the leadership of the FSA on this topic.

### Adjournment

There being no further business, Dan adjourned the meeting at noon.

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# Accounting Programs Leadership Group



A Group of the American Accounting Association

Volume 34, No 2, Fall/Winter 2010

## Accounting Program Leadership Group

### Minutes of Board of Governors' Meeting October 15, 2010

Dan Murphy, president of the APLG, called the meeting to order at 2:00 p.m. on Friday, October 15, 2010 via teleconference. Members attending included Bud Fennema, Jim Young, Kathy Shoztic, Linda Nichols, Jim Benjamin, Mary Beth Mohrman, Dan Murphy, Mark Nixon, Charles Davis, Quinton Booker, Nina Guthrie, Sharon Lightner, and Sarah Nutter.

#### Approval of August 1, 2010 Minutes

The minutes from the Board of Governors meeting held on August 1, 2010 were approved.

#### Program Meeting

Charles Davis introduced the proposed agenda for the February meeting. Sunday morning new department chair session 1 "caught in the middle", session 2 "moving from peer to leader", session 3 "you are different – expectations of accounting chairs versus other department heads". Sunday afternoon the future is now issues: demography, economy and society and Allen Kupetz (Rollins College) on technology trends affecting professors. Morning focuses on Pathways Commission, outsourcing in the future, and a Big 4 panel on operational outsourcing issues in public accounting. Monday afternoon IMA will provide a panel of CFOs. This is the first time that IMA will be involved in the APLG meeting. John Veihmeyer, KPMG will speak in the afternoon session. On Tuesday, Phil Regier (Exec VP and Dean, ASU Online) will discuss the future of online education. The accreditation team member panel will be moderated by Bud Fennema. Bud is planning to invite panelists from large state schools, small privates, mid-level schools to provide a broad perspective. Jerry Trapnell will be giving an update on the AACSB Accounting standards. Dan thanked Charles for his work on putting together a high quality program.

#### 2012 Meeting

Jim Young thanked Marc Rubin and Greg Carnes and Gary McGill (FSA) for agreeing to help out with the meeting. Gary McGill will be identifying additional FSA members to assist as well. Jim Young raised the question as to why the first session has been for new chairs. Discussion centered on the titling of the new chairs session as the topics are timely for both new and more experienced chairs. Perhaps this session should be labeled as a

chair development session rather than just new chairs. After much discussion, Dan suggested that Jim work with his group to further refine this session to attract both new chairs and also include more experienced chairs. A suggestion was made to reach out to new chairs (and perhaps first time attendees) to invite them to the meet and also perhaps waive the registration for them.

Jim Young discussed the information on site selection. Discussed the potential sites: San Antonio, Austin, and New Orleans. Austin, it was there in 2002, right after 9-11, so attendance was low. It was suggested that New Orleans and San Antonio were more attractive to attendees. Attendance at meetings in these sites tends to be higher. New Orleans has the most expensive room rates. Goal is to get the conference site decided by October 31. In San Antonio, AAA rep is pushing to the Westin – it has been updated most recently and good flow. For New Orleans, the room rates are higher and the dates are a bit trickier. Astor Crowne Plaza is the most central to evening activities and is an excellent hotel in New Orleans. Rooms are more expensive but food and beverage seems to be cheaper. Jim Young requested that everyone respond to his email on rank of cities.

### Treasurer's Report

No new information since August meeting. The final information for the year will come out at the end of October. Nancy will send out the budget to actual for the year when she receives it. Projecting a net deficit of \$13,260 for the midyear meeting. Dan asked that she also let everyone know the cash balance.

### Status of APLG Newsletter

Mark noted that the plan is to maintain the newsletter with same sections. Tomorrow October 16 is technically the cut-off for the December (Fall/Winter) newsletter. There is a section that is for open comment/fresh perspectives from a member. Tim Fogarty has been writing these lately. Dan suggested that they put out a call for additional writers. Mark indicated that it might be too late for the next newsletter but could be done for the following newsletter. Jim Benjamin raised a question about including the FSA response to the proposed changes to AACSB accounting accreditation standards. The newsletter is now in an electronic format so including a link to the letter (pending FSA approval) will not be a problem. We also can do email communication to membership directly if there are things we would like to highlight.

### AACSB Proposals, FSA Response and APLG Possible Response

FSA board met with AACSB to go over the proposed updates to the accounting accreditation standards and created their response in a letter that was shared in this meeting. Dan noted that the response was complete and quite detailed. What should our response be? It was noted that FSA's primary mission was to promote accreditation and that the FSA and APLG have overlapping memberships. There was no coordination with APLG on this response. There was significant discussion of what response we should provide independently to AACSB. Changes will be voted on in April, 2011 meeting and then implementation will be in 2012. No other groups in the AAA have responded to it either. The AAA Education committee has decided not to do anything additional. Kathy mentioned the AICPA Precertification Education Executive Committee is also taking this up and she will share if there are any additional items that come out of that discussion. Dan requested that all board members read the FSA document and also the AACSB proposed changes and provide feedback on any additional items on which the APLG should comment (items that have not already been covered in the FSA response).

### Discussion of Consolidating APLG and FSA

Jim Benjamin mentioned that there has been significant overlap between the APLG and the FSA. In earlier years, there was some discussion of merging the two organizations. The joint meeting was the outcome of these earlier efforts. FSA had a two-day strategy retreat after the AAA annual meeting and reconfirmed their interest in maintaining a separate organization. Dan noted that there may still be some interest in merging the two organizations. It was suggested that the two boards and their members continue to talk about these issues. Jim Young offered to engage in a discussion with Gary McGill, FSA President Elect. It was also suggested that the organizations should poll their respective memberships to obtain their input. FSA did do a survey of their membership in August. Jim Benjamin observed that the results showed a high level of indifference on most issues.

### APLG's Role in Regional AAA Meeting

Dan asked for the Board's perspective on what the role should be and what currently is the role of APLG in the regional meetings. In Ohio regional, there is

a meeting of the chairs. Dan would like to poll regional leaders about what they are doing and what they would like to accomplish. Mark Nixon mentioned at the Northeast regional that there will be a meeting for chairs.

### Announcements

Sarah reminded the officers that at the August meeting: "Bud raised the issue of creating officer responsibility documentation related to the tasks. All of it has been ad hoc and passed along anecdotally. Bud suggested that the current officers review the "to do" lists and forward to Sarah Nutter. Sarah suggested that we use the AAA Commons as a mechanism for communication." Officers agreed to get their job descriptions from the by-laws and revise and then send their job descriptions with "to dos" to Sarah ([snutter@gmu.edu](mailto:snutter@gmu.edu)). Sarah will work with AAA to get the AAA commons site set up.

Dan asked for nominations for the APLG service award. It was asked that Dan send out the list of past winners so that they won't be re-nominated.

### Adjournment

There being no further business, Dan adjourned the meeting at 3:50 p.m.

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# Accounting Programs Leadership Group



A Group of the American Accounting Association

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## Accounting Programs Leadership Group

### 2010-2011 Officers and Board Members Officers

President	<a href="#">Dan Murphy</a>	University of Tennessee
President-Elect	Jim Young	Northern Illinois University
Vice-President, Academic Standards	Jim Benjamin	Texas A&M University
Vice-President, Communications	Mark Nixon	Bentley University
Secretary	Sara Nutter	George Mason University
Treasurer	Linda Nichols	Texas Tech University

#### ***At-Large Board Members***

Academic At-Large Board Member	Charles Davis	Baylor University
Academic At-Large Board Member	Quinton Booker	Jackson State University
Academic At-Large Board Member	Mark Rubin	Miami University
Academic At-Large Board Member	Sharon Lightner	San Diego State University
Practice At-Large Board Members	Nina Guthrie	Grant Thornton LLP
Practice At-Large Board Member	Kathy Shoztic	Deloitte

#### ***Regional Coordinators***

Mid-Atlantic	Tim Pearson	West Virginia University
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Midwest

Northeast

Ohio

Southeast

Southwest

Western

Richard Ott

Mark Nixon

Thomas Calderon

Ralph Welton

Lee Yao

Allen McConnell

Kansas State

Bentley College

University of Akron

Clemson University

Loyola University (New Orleans)

University of Northern Colorado

***2010-2011 Nominating Committee Members***

Nominating Committee Member

Nominating Committee Member

Nominating Committee Member

Paula Thomas

Judy Rayburn

Parveen Gupta

Middle Tennessee State University

University of Minnesota

Lehigh University

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November 5, 2010

AACSB International  
777 South Harbor Island Blvd.  
Tampa, FL 33602

ATTN: Accreditation Quality Committee

We appreciate the fact that the AACSB Accreditation Quality Committee has requested input from stakeholders regarding their review of the standards for accounting accreditation. Given its mission to stimulate excellence in accounting education, the Accounting Programs Leadership Group (APLG) of the American Accounting Association is vitally interested in the accounting accreditation process and standards. Indeed, one of the key goals of APLG is to participate actively in changes in accounting accreditation.

We are aware that the Federations of Schools of Accounting (FSA) has already submitted significant and detailed input on possible changes in the accounting standards. The FSA and APLG are closely affiliated organizations that have a joint annual meeting and significant overlap in membership. Approximately 75 percent of the full member schools of FSA also have members in APLG and the 2010-11 FSA president, president-elect, past president, treasurer, and directors from member schools and nonprofit associates are also currently members of the APLG. Similarly, several members of the APLG board (including the president, president-elect, and vice president for academics) are the department chairs at FSA full member schools. Because of the similarity of goals of the FSA and APLG and the substantial membership overlap, our additional input will be relatively brief.

We appreciate the efforts of the FSA board to provide detailed input on the accreditation process. The APLG board concurs with the overall spirit of their guidance and we share their continuing commitment to separate accounting accreditation. We also particularly share their stated concern about the costs of maintaining separate accreditation and their suggestions for mitigating these costs. We do want to elaborate on a few specifics regarding the standards.

We wish to emphasize the need to eliminate redundancy between accounting and business standards and focus only on incremental information related to accounting program outcomes. This will result in fewer accounting standards, a streamlined compilation process, and a more informative accreditation report. At many member schools, a significant portion of the faculty is involved in accreditation compliance activities. A more focused process and report will reduce the administrative burden placed on accounting faculty.

One example of redundancy is Standard 40, which we believe should be eliminated. The comparable Business Standard is designed to address the need for academic breadth for all undergraduate business programs and should be used for accounting programs as well.

Similar to concerns raised by the FSA in their letter, we believe that Standard 33 should focus on initial placements and employer and alumni feedback. This feedback should address issues related to program characteristics rather than career success.

Standard 36 should focus on the appropriate level and types of professional engagement by the faculty within the context of the program's mission. We support the use of a portfolio approach and believe that "recent relevant experience" does not fully capture the many ways in which professional engagement can occur. The level and types of professional engagement should be determined by each program in a manner consistent with their overall mission.

The APLG supports the spirit of the comments expressed by the FSA Board and share their commitment to separate accounting accreditation. We hope that the points of emphasis and clarification made in this letter will be viewed positively by the Accreditation Quality Committee

Respectfully,

A handwritten signature in cursive script, appearing to read "Daniel P. Murphy".

Daniel P. Murphy  
Deloitte & Touche Professor and  
Department Head  
Accounting Programs Leadership Group, President  
Accounting Programs Leadership Group Board of Directors

# Accounting Programs Leadership Group



A Group of the American Accounting Association

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## Accounting Program Leadership Group

### 2011 Distinguished Achievement in Accounting Education Award Call for Nominations

Nomination Deadline: February 1, 2011 (postmarked)

The *AICPA Distinguished Achievement in Accounting Education Award* recognizes full-time college accounting educators distinguished for excellence in teaching and for national prominence in the accounting profession. The award has a dual function: to extend profession-wide recognition to the recipient and promote role models in academia. State CPA societies, as well as individuals, may submit nominations for the annual award. Self-nominations are not accepted.

The award winner will be recognized at the Spring Meeting of AICPA Council to be held May 22-24, 2011 in Washington DC. [Click here](#) for more information on the eligibility and nomination process.

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# Accounting Programs Leadership Group



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## Accounting Program Leadership Group

### APLG/FSA Annual Seminar February 13-15, 2011

The *APLG/FSA Annual Seminar* will be held February 13-15, 2011 in Savannah, Georgia. Although Early Registration has passed you can still register for an outstanding program.

The program agendas can be viewed online at [APLG/FSA Seminar Program](#) and [New Chair's Program](#). Keynote speakers of the Seminar program include:

- Allen Kupetz - Executive-in-Residence at Crummer Graduate School of Business, Rollins College, and author of *The Future of Less*
- Mark Toon - Co-Founder, President, and Chief Executive Officer, EquaTerra
- John Veihmeyer - U.S. Chairman and CEO, KPMG
- Jay McIntosh - President, Consumer Foresight, LLC
- Phil Regier - Executive Vice President and Dean, ASU Online
- Kevin Stocks - President, American Accounting Association
- Jerry Trapnell - Executive Vice President and Chief Accreditation Officer, AACSB International
- A panel of Big 4 practitioners discussing the use of outsourcing by the firms
- A panel of CFOs discussing today's most pressing topics (sponsored by the IMA)

See the online [Seminar Program](#) for descriptions of the presentations, and bio information of the speakers.

The registration fee includes Sunday lunch beginning at 11:45 a.m. Awards will be presented at the luncheon. Located in the heart of Georgia's Coastal Low country, Savannah is known for its natural beauty, antebellum architecture, and Southern cooking. The average high temperature for February is 63, with low averaging 40 degrees, making the city the perfect getaway from the winter cold. With nonstop flights from 13 U.S. cities to the Savannah/Hilton Head International Airport, Savannah is a destination on most major airlines. Hilton Head, South Carolina is a short 40-mile drive. The meeting hotel -

the Savannah Marriott Riverfront - can be reached by cab (approximate fare of \$28, one way).

To [Register Online](#) for the conference, you will need your AAA username and password. The site is case-sensitive so please be sure to enter your username and password exactly as they appear in your AAA member record.

If you have forgotten your user ID and password, you may retrieve your user ID and reset your password by entering your email address on the login retrieval form located [HERE](#). (Note that the email address you enter must be the same email address contained in your AAA member record.) If you do not receive an email message with retrieval/reset instructions, please contact the American Accounting Association at [info@aaahq.org](mailto:info@aaahq.org).

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