

Accounting Programs Leadership Group

A Group of the American Accounting Association

Volume 23, No. 2, Fall/Winter 1999



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Spring/Summer Newsletter Deadline

The deadline for material to be included in the Spring/Summer 2000 issue of the newsletter is Friday, March 24, 2000.

Please send all information to me at the address below for delivery no later than that date to ensure the timeliness of the Spring/Summer issue:

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President's Message

Each of us knows that accounting practice is changing rapidly. Accounting education also is changing. Technology and the growing need for lifelong learning are driving many of these changes.

As we approach the new millennium, accounting program leaders must grapple with the numerous challenges of daily operations, just as we have always done. But now we must also sharpen our visionary skills and lead the charge to prepare students and faculty for a future in a high-tech, knowledge-based, global economy. What will the accounting profession be like? What will it mean to be a CPA? What should the accounting curriculum look like? How should faculty deliver the curriculum? How does one balance the need for strong academic disciplines, such as accounting, with the need for innovative, cross-functional approaches to education? How does one allocate a fixed (or even downsized) faculty to a growing number of academic programs within a business school? What is the best strategy for positioning a departmental master of accountancy program in relation to a college-wide M.B.A. program? How should program leaders deal with the need for 150 semester hours of education in a lean budgetary environment? How do faculty members maintain viable research agendas in the presence of pressing needs for curriculum and program development? Where does the technology money come from?

With so many challenging issues facing accounting program leaders, I am especially pleased to be a member of the Accounting Programs Leadership Group. In APLG, those of us with similar challenges and opportunities can learn, share ideas, and work to become more effective leaders. I have benefited greatly from several years of APLG membership and am pleased to have



Keith Stanga

the opportunity to serve the organization this year as president.

I hope that many of you attended the APLG sessions on the program of the recent AAA Annual Meeting in San Diego. In a panel session, Denny Reigl of Arthur Andersen explained the problems of declining accounting enrollments and related challenges for accounting firms. Nancy Altobello of Ernst & Young explained that the firm's partnering

arrangement with the University of Notre Dame and the University of Virginia is to offer master's level accounting education for E&Y employees. Finally, Gary Sundem of the University of Washington and past chair of the AACSB's Accounting Accreditation Committee explained the major changes planned for accounting accreditation. In addition to this panel session, the APLG sponsored a session that included excellent papers dealing with national trends in accounting and M.I.S. majors, an assessment model for an accounting program, and best practices in the use of external peer reviewers in the promotion and tenure process. If you could not attend these sessions, please consider ordering the audio tapes from the AAA national office. The cost of each tape is \$10.

Two important means through which the APLG helps its members are our committees and the Annual Seminar. The 1999-2000 AAA Directory lists our committees and their respective chairs. To provide a few examples of what our committees do, our Accounting Accreditation Committee, chaired by Bob Keith, will closely monitor and respond to the new AACSB standards that member schools will

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Accounting Programs Leadership Group Minutes of Board of Governors' Meeting August 15, 1999 San Diego, California

Attending: Ron Clark, Jim Heintz, Bob Keith, Steve Limberg, Linda Marquis, Ken Merchant, Jamie Pratt, Larry Rittenberg, Jack Ruhl, Keith Stanga.

Absent: Dave Campbell, Russ Barefield, John Cumming, Helen Gernon, Finley Graves, George Krull, Jim Scheiner.

The Board meeting began at 10:00 a.m. on Sunday, August 15, 1999 at the Marriott San Diego, with President-elect Keith Stanga presiding.

Minutes

The minutes from the Board of Governors' meeting held January 31, 1999 in Orlando were discussed and approved.

Treasurer's Report

Jim Heintz presented a Treasurer's Report dated June 30, 1999. It showed a financial position that is "quite strong." The ending cash balance was over \$74,000, over \$20,000 in excess of budget. Membership dues are growing; the annual meeting revenue was as expected, but expenses were significantly lower than expected; and other expenses were substantially below budget. The cash balance was more than sufficient to cover an entire year of expenses.

Budgetary Considerations for 1999-2000

Keith Stanga led a discussion of the budget for the next fiscal year. The fiscal year ending cash balance was judged to be higher than needed. (About \$50,000 was considered to be sufficient.) Thus, Keith presented a budget that projected a \$8,800 deficit.

The budget for the Annual Meeting in Las Vegas was increased, primarily to bring in some prominent outside speakers. The budgets to support committee activities were increased substantially.

Keith presented an idea, suggested by Bernie Milano of KPMG, to solicit \$800 from each of the Big 5 firms each year to sponsor a reception at the Annual Meeting, rather than rotating the financial request among the firms. (GMAC has agreed to support another reception at the 2000 Annual Meeting.) It was decided to informally ask representatives of the other Big 5 firms whether they prefer this alternate funding

idea. It was observed that, from the APLG's perspective, soliciting contributions from all five firms requires more effort than just approaching one firm.

Keith raised the issue as to whether to implement the idea of providing a discount for the second and subsequent attendee from one school at the Annual Meeting. It was considered desirable to have attendees other than just the chair—people such as directors of academic programs, directors of accreditation efforts, or potential future chairpersons. Concerns were raised that attendance by many of these people might change the nature of the meeting, because sessions would have to be tailored to these other people's interests. Nonetheless, a vote was taken and it was decided to offer a registration fee discount of 50% for second and subsequent people from each school.

Officers, Committees, and Liaisons

Keith passed out a list of the officers, committee chairs, and regional coordinators for the 1999-2000 year.

Bylaws and Strategic Plan

Keith passed out a copy of the APLG bylaws and a summary of the APLG strategic plan dated February 1999.

AAA Benchmarking

Tracey Sutherland, AAA Director of Faculty Development, joined the meeting. She provided a brief overview of the AAA's new Academic Partners and Benchmarking programs.

Larry Rittenberg questioned why it would be desirable for a school to be an early adopter, rather than to wait until the bugs were ironed out. Linda Marquis said that her school derived great benefits from participation in the benchmarking pilot study. A discussion ensued about the costs and benefits of early adoption and continuing involvement in the program.

Tracey mentioned that the AAA is giving a discount, the size of which is undecided at this point, to the first attendee at the APLG Annual Meeting from schools that are part of the AAA Benchmarking Process. This discount will be paid to the APLG out of AAA Academic Partners funds.

APLG Web Site

Keith provided the address of the APLG web site, which has much useful information. It is:

<http://www.summa.org.uk/raw/aaa/aapg/admin.htm>

APLG Sessions on AAA Annual Program

Keith listed the two APLG-sponsored sessions at the AAA Annual Meeting.

Status of Year 2000 Annual Seminar Planning

The dates are February 6-8 at the Flamingo Hilton Hotel in Las Vegas. Keith provided some current thoughts of the planning committee. Among the topics expected to be included in the program are leadership, benchmarking, changes in the AICPA, changes in Beta Alpha Psi, changes in accounting accreditation, student recruitment and placement, using advisory boards effectively, faculty recruitment, choosing enterprise software, and raising money.

Status of Year 2000 New Chairs' Forum

Keith had no information to provide.

Committee Reports for 1998-1999

Bob Keith provided a report provided by Cliff Skousen on activities of the accreditation committee. No new actions had been taken.

No other reports were presented.

November Board Meeting

The APLG Board of Governors traditionally meets three times a year, once at the AAA Annual Meeting in August, once at the APLG Annual Meeting in February, and once before the APLG Annual Meeting, usually in November. The November meeting for 1999 will be held November 14 in Atlanta, from 10 a.m.-3 p.m.

Meeting with Regional Coordinators

Immediately prior to the Board of Governors' Meeting, Keith Stanga and Jim Heintz met with the APLG regional coordinators and found that some of them had

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Minutes of Board of Governors' Meeting (Continued from page 2)

encountered difficulties in their tasks. They considered the meeting valuable.

Future Sites for the Annual Seminar

The 2001 Annual Seminar will probably be held somewhere in the middle of the country, perhaps San Antonio or New Orleans. Then in 2002, the seminar will move to the East Coast, perhaps to Atlanta or somewhere in Florida.

Jim Heintz mentioned the desirability of obtaining greater separation between the APLG Annual Meeting dates and those of the FSA Annual Meeting. This was discussed, but no resolution was made.

Historical Records

Jim Hood, longtime accounting department chair of Northeast Louisiana University, has offered access to many historical records of the APLG (formerly AAPG). Keith asked if anyone was interested in those materials. Some leads to accounting historians who might be interested were provided.

Other Business

The deadline for the next newsletter is mid-October. The issue is expected to be mailed in late November or early December.

There being no other business, the meeting was adjourned at 1:02 p.m. The next meeting of the APLG Board of Governors will be held on November 14 in Atlanta.

Accounting Accreditation Committee

A combined meeting of the APLG and AAA accreditation committees met in Orlando. One issue discussed was whether to combine these two committees, and if so, what representation there should be. Cliff Skousen, chair of the APLG committee suggested that the chair of the AAA committee should come from APLG and that at least one-half of the members come from APLG.

Larry Rittenberg asked if a program with quality students, but involving mostly distance learning, would be accredited (with the question aimed at the newly announced Ernst & Young program offered in conjunction with Notre Dame and the McIntyre School at the University of Virginia). This led to a discussion of numerous issues, such as whether the soft skills (e.g., communication, interpersonal skills) were necessary for accreditation and whether work experience or internships could count as part of 30 graduate credits. Alan Boston (of E&Y)

explained that communication was a critical need five years ago, but now the emphasis is on greater business understanding (e.g., mergers and acquisitions, business processes). Two conclusions were that: (1) the APLG should be involved in real dialogues with practitioners about changes in the desired skill sets, and (2) the pace at which new programs are being developed and the pace at which accreditation (e.g., every 10 years) is done do not match.

Administrative Support Committee

No report.

Practice Involvement Committee

No report.

Newsletter

Dave Donnelly reported that the newsletter has a new design. He is considering using more pictures to "liven up" the presentation. He is trying to get committee reports for the Spring/Summer issue, the deadline for which is March 19. And he is looking for a new chair of the newsletter committee, starting next year.

Faculty Development Committee

No report.

Regional Vice Presidents

Dave Campbell reported that there has been some breakdown in communication. The key is getting in the loop in each region to get on the regional programs. Some regional vice presidents need more guidance.

Annual Program

Pre-registration totaled 162. With walk-ins, estimated attendance was 175. Issues regarding the expense of the room and errors in the published airline numbers and file numbers were discussed.

An idea to offer a discount for the second and subsequent attendees from a given school at the APLG Annual Meeting was discussed. Dee Strahan would be asked for data showing how many attendees were not APLG members.

A suggestion to move the APLG meeting to Thursday/Friday (instead of Monday/Tuesday) was discussed. Most thought that that would cause more classes to be missed.

Nominations

Dave Campbell submitted a list of nominations of officers for 1999-2000.

Strategic Planning Update

Keith Stanga handed out an APLG Strategic Plan Summary. Faculty development was a recent addition to the plan. The plan will be reviewed at the August meeting.

Future Meeting Site

The 2000 Annual Meeting will be held in Las Vegas. Even though a hotel had not been reserved, it was expected that suitable space could be located. Dee Strahan was working on this problem.

Other Items

Larry Rittenberg suggested that it would be useful to have an APLG session at at least some AAA regional meetings to serve smaller schools whose representatives did not attend the Annual Meeting. The APLG should get lists of schools from AAA.

The meeting was adjourned at 1:00 p.m. The next meeting of the APLG Board of Governors will be held in conjunction with the AAA Annual Meeting in Philadelphia in August 2000.

NEEDED:

BOOK REVIEWERS for *ISSUES IN ACCOUNTING EDUCATION*

Book reviews serve an important educational purpose in our discipline. They bring books to the attention of our colleagues and often help users in their adoption decisions and provide additional material to help enrich course content. As an expert in your field, your knowledge and talent are essential to the book review process.

If you are interested in reading, reviewing, and seeing your review published in a forthcoming issue of *Issues in Accounting Education*, please send your name, address, and either an abbreviated curriculum vitae or short paragraph outlining your teaching/research areas of expertise to:

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Proposed Changes in Accreditation Standards

AACSB—The International Association for Management Education is proposing changes in the Standards for Accounting Accreditation. If your program is accredited or plans to apply for accreditation, these changes are important to you. We urge you to take the time to familiarize yourself with the proposals, discuss them with your dean, and cast an informed vote.

The American Accounting Association APLG Accreditation Committee has prepared a two-page summary to provide an abbreviated look at why changes are needed, and a brief digest of proposed changes in each section. This summary may be accessed from the APLG web site at www.rutgers.edu/Accounting/raw/aaa/aapg/aacsb.htm

The full text of the proposed standards providing more detail is available on the AACSB web site at www.aacsb.edu/draft/standards.htm

Accredited schools will receive ballots from AACSB later this year. Each accredited school will be allowed one vote on the proposed changes. Votes will be counted by February 2000.

1999–2000 APLG Accreditation Committee:

Bob Keith, University of South Florida, Chair
Andy Judd, University of Central Florida
Jack Kramer, University of Florida
George Krull, Grant Thornton
Steve Limberg, University of Texas
Mattie Porter, University of Houston, Clear Lake
Larry Scott, PricewaterhouseCoopers, LLP
Cliff Skousen, Utah State University

President's Message (Continued from page 1)

likely vote on during the current academic year. Our Administrative Support Committee, chaired by Jim Scheiner, will work closely with those in charge of the AAA's benchmarking project. Our Faculty Development Committee, chaired by Dave Campbell, will work to develop a cohesive strategy in this important area.

I encourage you, especially if you are a new program leader, to visit the APLG's web site and examine the *Accounting Administrator's Handbook*. An APLG committee chaired by Alex Gabbin recently updated this book, which contains many helpful ideas for becoming a more effective program administrator.

The APLG has worked with Tracey Sutherland and others who have initiated the AAA's Benchmarking Survey. This ongoing project will facilitate benchmarking between accounting programs and can help schools to prepare for accreditation, re-accreditation, and other types of program evaluations. The AAA began the project with department chairs and will likely ex-

tend it to other groups, such as students, alumni, and recruiters.

"Let's go back to Vegas" is what our members said at our business meeting in February in Orlando. Accordingly, our next annual seminar is scheduled for February 6–8, 2000, at the Flamingo Hilton Las Vegas (on the strip across the street from Caesar's Palace). Helen Gernon and Finley Graves are co-chairing the program committee, which met in Kansas City in May, to begin planning the program. We will benefit from an interesting program that will focus on leadership, as well as from the chance to network. Of course, we also will have many fine entertainment opportunities for those interested. In fact, the Flamingo features nonstop action, including "all your favorite slot machines, progressive jackpots and the newest specialty slots." I encourage you to attend our February seminar and to ask someone else from your university to attend as well. While the APLG focuses mainly on program administrators, we want to make our organization available to other

faculty leaders as well. As has been our custom, the new chairpersons' forum will be on Sunday morning, February 6. John Cumming and the members of his committee have been working hard to plan an interesting experience for new chairs. For Sunday afternoon, we are planning several interesting sessions.

As we work to improve our accounting programs, we must listen to the perspectives of many constituent groups and then, of course, take appropriate action. As you listen, don't forget to listen carefully to your own faculty colleagues. Though sometimes portrayed as an inflexible group that is unwilling to change, the vast majority of faculty members I know are competent, caring, and willing to work very hard to ensure that their work is relevant to the changing times.

I hope to see you in Las Vegas in February.

Keith G. Stanga
President, APLG

ACCOUNTING PROGRAMS LEADERSHIP GROUP
Midyear Meeting, Tentative Program
TWENTY-FIFTH ANNIVERSARY MEETING:
LEADING YOUR PROGRAM INTO THE NEW MILLENIUM
February 6–8, 2000
Flamingo Hilton, Las Vegas, NV

Sunday, February 6, 2000

8:00 a.m.–12:00 p.m.
New Chairperson's Seminar

1:00 p.m.–5:00 p.m.
Four 50-minute sessions on the following topics:
AAA Benchmarking Project
Changes in the CPA Exam
Changes in Beta Alpha Psi
Accounting Accreditation Update

Monday, February 7, 2000

7:00 a.m.
Registration

7:00 a.m.–8:00 a.m.
Continental breakfast

8:15 a.m.–8:30 a.m.
Welcome by Keith Stanga, APLG President

8:30 a.m.–12:30 p.m.
Workshop on Leadership
Drs. Susan and Peter Glaser
Glaser & Associates, Eugene, Oregon

12:30 p.m.–2:00 p.m.
Lunch and Business Meeting

2:15 p.m.–3:45 p.m.
New Professional Recruiting Models and What
They Mean for Accounting Programs

Interactive Panel Presentation:
Ellen Glazerman, Ernst & Young
John Holdeman, Crowe Chizeck
Third panelist TBA

3:45 p.m.–4:15 p.m.
Break

4:15 p.m.–5:30 p.m.
New Student Recruiting Models

Interactive Panel Presentation:

Dan Deines, Kansas State University
Larry Rittenberg, University of Wisconsin–Madison
Representative of a State Society of CPAs TBA

6:00 p.m.–7:00 p.m.
Reception

Tuesday, February 8, 2000

7:00 a.m.–8:00 a.m.
Continental Breakfast

8:00 a.m.–9:15 a.m.
Three Concurrent Sessions
Session 1: Using Advisory Boards Effectively
Jim Heintz, University of Kansas
Dick Kochanek, University of Connecticut
Steve Limberg, University of Texas
Penny Yunker, University of Western Illinois

Session 2: Successful Faculty Recruitment Strategies
Jane Reimers, Florida State University
Ron Pawliczek, Boston College
Jamie Pratt, Indiana University
Paula Thomas, Middle Tennessee State University

Session 3: Choosing Enterprise Resource Planning
Systems Software
JD Edwards, Pat Dorr, Oklahoma State
SAP, TBA
Great Plains, TBA

9:15 a.m.–10:30 a.m.
Concurrent Sessions Repeated

10:30 a.m.–12:00 p.m.
Fund-Raising: A Guide Through the Various Phases
of the Development Cycle
Mr. Don Gray, University of Wisconsin Foundation

12:00 p.m.
Adjournment

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American Accounting Association Accounting Program Leadership Group New Chairs' Seminar Sunday, February 6, 2000 Flamingo Hilton Hotel, Las Vegas

The APLG New Chairs' Seminar will be from 8:00a.m.–12:00 noon on Sunday, February 6, 2000, followed by lunch. There will be three 45-minute sessions focusing on external relations and marketing; faculty coaching and mentoring; and student recruitment, retention, and cultivation. Each of these sessions will consist of 15-minute presentations by two speakers, followed by 15 minutes for Q&A. Any questions not addressed during these sessions will be covered later during the panel discussion. There will also be a 75-minute panel discussion. Each member of the panel will briefly discuss three important qualities of a good program leader, and then the panel will respond to questions from the seminar participants and a moderator.

The complete program follows:

7:15–8:00 a.m.	Continental Breakfast	9:45–10:00 a.m.	Break
8:00–8:15 a.m.	Welcome and Introductions	10:00–10:45 a.m.	Faculty Coaching and Mentoring Karen V. Pincus, University of Arkansas Thomas F. Schaefer, University of Notre Dame
8:15–9:00 a.m.	External Relations and Marketing Linda M. Marquis, Northern Kentucky University Dale R. Martin, Wake Forest University	10:45–12:00 noon	Panel Discussion Richard E. Flaherty, University of Nevada at Las Vegas Helen Gernon, University of Oregon Lee H. Radebaugh, Brigham Young University
9:00–9:45 a.m.	Student Recruitment, Retention, and Cultivation James A. Heintz, University of Kansas Kenneth P. Sinclair, Lehigh University	12:00 noon	Lunch

CALL FOR COMMITTEE MEMBERS

APLG Committees for 2000–2001 are currently being formed. If you have interest in serving on a committee, please contact James A. Heintz, President-Elect of the APLG, at the University of Kansas:

James A. Heintz
Division of Accounting & Information Systems
School of Business
University of Kansas
Lawrence, KS 66045-2003
Phone: (785) 864-4568

The committees and their objectives are as follows:

Accreditation Committee:

To consider accreditation matters as they affect the APLG membership. Make recommendations to the Board of Governors regarding accounting accreditation matters, and make recommendations to the Accreditation Vice President to take to the AACSB when authorized to do so by the President on behalf of the APLG. Act as liaison between the APLG and the AACSB in accreditation matters of accounting programs.

Administrative Support Committee:

To identify concepts, processes, techniques, practices, and procedures that are considered benchmarks or standards of practice, and that are of value to administrators of accounting programs. Communicate these to the membership of APLG.

Annual Seminar Committee:

To develop and coordinate all aspects of the Annual Seminar, including the new chairpersons' program. A primary objective is to have a seminar that addresses issues unique to academic accounting administrators and does not overlap the content of other meetings attended by these individuals.

Newsletter Committee:

To edit and oversee the production and distribution of a fall and spring newsletter for the APLG membership.

New Chairpersons' Forum Committee:

To plan and conduct the new chairpersons' program held in conjunction with the Annual Seminar.

Accreditation Support Committee:

To maintain and enhance a tool kit that will help accounting department chairs prepare for successful accreditation visits, and build continuous improvement processes into their programs. It is expected that one or more successful self-study reports will be included in the kit as models. The committee should also examine web sites, such as the AACSB's, that should be linked to the existing APLG toolbox site.

Nominations Committee:

To assist the Board of Governors in determining the leadership of the APLG.

Practice Involvement Committee:

To develop and implement recommendations designed to extend and enhance the involvement of accountants from public practice, industry and government in the activities of the APLG.

Strategic Planning Committee:

To review APLG strategic plan and by-laws and bring recommendations for revisions to the Board of Governors and/or the membership.

Leadership Handbook Committee:

To update the new chairs' handbook looking at additions to the existing document that will reorient the focus of the handbook toward academic leadership (e.g., suggested readings or web site locations that may be of interest to accounting program leaders).

Faculty Development Committee:

To develop and recommend a strategy for faculty development activities to the APLG Board that will be proactive in nature and complement the strategy of the AAA and other organizations who have traditionally supported faculty development activities.

CALL FOR NOMINATIONS

The Nominations Committee of the APLG is actively seeking nominations from the membership for the various offices listed below for the 2000–2001 year. This is the opportunity to offer to serve as an officer yourself or to nominate one of your colleagues for a position. While there is always work involved with these officer positions, there are also many benefits from being an integral part of the decision-making processes of this organization.

Please send nominations for the 2000–2001 slate of officers to:

James A. Heintz
Division of Accounting & Information Systems
School of Business
University of Kansas
Lawrence, KS 66045-2003
Phone: (785) 864-4568
Fax: (785) 864-5328
Email: jheintz@ukans.edu

The positions for which nominations are solicited include:

President-Elect
Vice President for Accreditation
Secretary
At-Large Board Members (3)
Two (2) academic members
One (1) professional member
Regional Vice President-Elect; Northeast, Mid-Atlantic, Southeast, Ohio, Midwest, Southwest, and Western

Top Ten Ways to Make Your Dean Happy

by
James W. Schmotter

Being a department chair or accounting program administrator is, as all experienced incumbents of that role know, a difficult job. Students, faculty colleagues, alumni, corporate recruiters and other external constituents all demand time and attention from the chair. And if this weren't enough, there's always the dean, who is not only your nominal supervisor, but also often the messenger of other university- or college-wide priorities or constraints that affect your department's operation. The potential for misunderstanding, polite agreement to disagree, or outright conflict is always there.

Yet if such misunderstanding, disagreement or conflict must occur, it should be over real issues, not trivial and petty matters that escalate through inefficient communication or personal stubbornness. One way to avoid arguing over such nonissues is to understand from whence the dean is coming. By definition, he or she sees the enterprise of the business school from a different perspective than you do.

Understanding this perspective can help you be a more effective chair as well as maintain a more cordial relationship with your dean, who—after all—wants the same things you do: increasing effectiveness in educating students, greater visibility for the institution, and enhanced achievement by colleagues.

It's in this spirit, then, that I suggest (with a nod to David Letterman) the *Top Ten Ways to Make Your Dean Happy*.

Number 10: No Surprises. Keep the dean informed on a regular basis about what's happening in the department.

Don't let him learn from others about that surprise resignation, irritating student complaint, or troubling budget deficit.

Number 9: Mentor Young Colleagues. One of the most important jobs that the chair should undertake is the care and nurturing of the junior colleagues who are the department's and school's future. Your dean cannot always do that, but you must.

Number 8: Demonstrate You're on the Team. The dean will greatly appreciate your walking the talk of collaboration with fellow department chairs. Abraham Lincoln quoted Scripture in observing that "a house divided against itself will not stand."

He was correct.

Number 7: Bring Friends to the Party. One of the accomplishments that your dean will most appreciate is the bringing of new external constituents into the business school's orbit.

You never have too many—or enough.

Number 6: Present Solutions, Not Problems. Your reception in the dean's office will be far warmer if he or she comes to expect that, no matter how intractable the problem, you will arrive with at least the start of an idea about how to handle it. There are more such problems buffeting the dean at any one time than you can imagine.

Not adding to the load will be appreciated.

Number 5: Be a Fox, not a Hedgehog. The great philosopher and historian Sir Isaiah Berlin characterized the difference between the fox, "who knows a little about many things," and the hedgehog, who knows "only one thing, but very well."

Hedgehogs may make great scholars, but foxes make better chairs.

Number 4: Remember, It's the Interest, not the Principal(ple). Fighting for an individual "principle" to the end is not a luxury chairs have.

Compromise is the lubricant of a successful department.

Number 3: Embrace Change. Given today's environment in higher education, one can either accept change or be changed by (not always salutary) external forces. The former is much more fun than the latter.

Number 2: Eschew Cynicism. Cynicism is the most corrosive force in organizational life. Chairs who cannot leave it behind when they assume departmental leadership are doomed to failure. And they may bring the dean and business school down with them.

Number One: Get a Life! Remember that you had a life—as a scholar, teacher, parent, citizen, golfer, etc.—before you became chair.

You still have that life, and whatever the challenges of your department, don't neglect it.

James W. Schmotter is Dean and Professor of Management at Western Michigan University's Haworth College of Business.

NEW ADMINISTRATORS OF ACCOUNTING PROGRAMS

The following new administrators have been reported to the Editor since the Spring/Summer issue:

College/University	Department Chairperson/School Director
University of Alaska Anchorage	Lynn K. Koshiyama
Angelo State University	Norman A. Sunderman
Bowling Green State University	Alan T. Lord
California State University–Fullerton	Betty Chavis
California State University–Northridge	Earl J. Weiss
Case Western Reserve University	Timothy J. Fogarty
Duquesne University	Sharon Green
Iowa State University	David B. Smith
University of North Alabama	Michael K. Shaub
University of Nebraska Omaha	Jack Armitage
St. Edward's University	Barbara Cassidy

Please report changes in administrators (Chairperson or Director) and send any news items, essays, or other contributions that you believe might be of interest to APLG members to:

Jack M. Ruhl
Western Michigan University
Department of Accountancy
Haworth College of Business
Kalamazoo, Michigan 49008-3805

Name of New Administrator: _____
Title: _____
School: _____
Address: _____
Email Address: _____

AIRLINE RESERVATIONS FOR THE TWENTI-FIFTH ANNIVERSARY MEETING ACCOUNTING PROGRAMS LEADERSHIP GROUP February 6-8, 2000 — Flamingo Hilton, Las Vegas, NV

Association Travel Concepts (ATC) has been selected as the official travel agency for the APLG midyear meeting. Discounts have been negotiated with Delta Airlines and United Airlines to bring you special airfares that are lower than those available to the public. Some restrictions may apply. ATC will also search for the lowest available fare on ANY airline serving the meeting location. ATC is available for reservations from 9:00 AM until 9:00 PM, EST, Monday through Friday.

ATC
1-800-458-9383
Email: atc@assntravel.com

You may also call your own travel agency or the airlines directly and refer to the following ID number:

Delta	United
1-800-241-6760	1-800-521-4041
ID#: DMN135811A	ID#: 582CP

American Accounting Association

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