

# Accounting Programs Leadership Group



A Group of the American Accounting Association

Volume 24, No. 2, Fall/Winter 2000

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### Spring/Summer Newsletter Deadline

The deadline for material to be included in the Spring/Summer 2001 issue of the newsletter is Friday, March 30, 2001. 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:

Jack M. Ruhl  
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Haworth College of Business  
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## President's Message



Jim Heintz

Thank you for the opportunity and honor of serving as APLG president for the 2000-2001 year. I have been privileged to serve on the APLG board for a number of years as newsletter editor, treasurer, and president-elect. But it is only as I have stepped into the president's shoes that I can fully appreciate the contributions Keith Stanga, Russ Barefield, Dave Campbell, Steve Albrecht, Mark Kiel and their predecessors as president have made to this organization. If I can live up to the standards they have set, we will have another successful year.

Speaking of standards, I must tell you that we all owe a major debt of gratitude to Keith Stanga, my predecessor as APLG president. The normal term as president is one year, and you can see it coming because of your year as president-elect. For those of you who are not aware, Keith assumed the presidency less than halfway into Russ Barefield's term as president because of Russ's illness. Keith completed that term and a year of his own without a single noticeable glitch in our operations. I don't know where he found the time, but he sure got the job done. Thanks, Keith!

One of the things I have done to prepare for my year as president and to write this message is to review the newsletters for the past five years. (As a registered pack rat and former newsletter editor, I am entitled to have a file of at least five years of newsletters.) Aside from wondering about the vintage of some of the president's pictures, I was struck by how frequently change and the pace of change were identified by the incoming president as among our greatest challenges. From the somewhat longer perspective of my ten years as a department head and now division director, I would argue that the entire decade can be character-

ized by these challenges. And the only light I see at the end of the tunnel of the new decade is on the front of a large locomotive.

Let's look at some examples of what currently fills our "challenges" plate.

1. We have revised and revised our accounting curriculum in response to changing views regarding the skills and competencies needed in our graduates. In some cases, the new version of the required competencies seemed to appear before we could implement

changes to address the previous new version. (A confounding factor, of course, is that universities and faculty tend to win races only with icebergs.) Another push in this direction is currently underway.

2. The bases on which our programs are accredited have changed, so that we now search for missions that make sense for us and are acceptable to our varied constituencies. Strongly related to this change has been the search for ways to assess whether we are achieving our mission/objectives. And each of our constituencies might have something to say about this.
3. We have struggled mightily with faculty colleagues, deans, central administration, and legislators to obtain approval of (and in some cases funding for) 150-hour programs. Valuable political and credibility chips were consumed by many of us in this process. Now, in the face of declining accounting enrollments and inadequate starting salaries, we hear from some key representatives of the public accounting profession that the 150-hour initiative was a "mistake." Wow!
4. Technology is dramatically changing the methods and locations of delivering education. Distance learning is moving us from

(continued on page 3)

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## Accounting Programs Leadership Group

# Minutes of Board of Governors' Meeting

August 13, 2000 — Philadelphia, Pennsylvania

Attending: Ron Clark, Helen Gernon, Ellen Glazerman, Finley Graves, Jim Heintz, Bob Keith, Steve Limberg, Linda Marquis, Kate Mooney, Jack Ruhl, Tom Schaefer, and Keith Stanga.

Absent: Dave Campbell, Dana Ellis, Jack Kramer, Ken Merchant, Jamie Pratt, Larry Rittenberg, and Sam Vitkoski.

The Board meeting began at 10:12 AM on Sunday, August 13, 2000 at the Marriott Hotel with President Keith Stanga presiding.

### Minutes

The minutes of the Board of Governors meeting held in Las Vegas on February 6, 2000 were discussed and approved.

### Treasurer's Report

Linda Marquis presented a Treasurer's Report dated June 30, 2000. The cash balance of \$78,790.27 is healthy, up \$4,137.88 from a year earlier. Some of the differences between the actual and budgeted amounts were discussed, e.g., amounts budgeted for committees. In addition, we discussed the dollar amount of hotel and food cost at the annual meeting, \$20,824.32. Given that the meeting was held in Las Vegas, the general expectation was that hotel and food costs would be lower. We decided to explore this a bit further with Dee Strahan.

### Update on Historical Records

Keith Stanga reported that Dale Flesher is putting together the historical record of the APLG and it will be available in February.

### Committee Reports

Bob Keith reported on the work of the Accreditation Committee. Most of the Committee's work was accomplished last fall. During the spring, the new AACSB accreditation rules were voted on and passed.

Jack Ruhl reported that the cost of mailing the newsletter is up due to using first-class postage, the increased thickness of the newsletter, and using photos. Jack requested that he be allowed to purchase a

digital camera in order to take more flattering photos of APLG members. The Board enthusiastically approved this expenditure. The Board agreed that it is a good idea to continue publishing relevant articles in the newsletter. Future newsletters may include articles on declining accounting enrollments, how to market the accounting major, the new PricewaterhouseCoopers and Ernst & Young graduate alternatives, and achieving faculty diversity. Jack Ruhl has his work cut out for him. The Board agreed that the newsletter is getting better all the time. Thanks, Jack!

Keith Stanga reported for Dave Campbell on the Faculty Development Committee. A copy of the complete report is now available from Keith Stanga. The Committee is discussing how the APLG might play a greater role in the development of the membership without duplicating the activities of the AAA. The Committee discussed ways of filtering and publicizing other organizations' faculty development activities to the APLG membership. Another area that could be examined is interviewing members of the APLG who have returned to teaching and research positions to see if a best practices list for getting ready to "return to the trenches" can be developed and disseminated.

At 11:04 am, Jim Heintz took over as President of the APLG. Jim's first order of business was to thank Keith Stanga for a job well done! Thanks, Keith.

### Budgetary Considerations for 2000-2001

The budget proposed by President Jim Heintz was increased by \$1,800 to cover additional newsletter expenses and then approved.

Jim Heintz identified the officers, committees, and liaisons for 2000-2001. A few additions were made to this list. Each Board member received a copy of the APLG Strategic Plan Summary. The APLG By-Laws and Strategic Plan are on the APLG web page. Jim then called our attention to the APLG sessions on the AAA Annual Program.

### 2001 Annual Meeting

Jim Heintz reported for the planning committee chair, Karen Hooks. The theme of the 2001 meeting is "Working through an Era of Confusion and Change." In general, the Board was enthusiastic about the proposed program. There was some discussion about the importance of making the last session on Tuesday extremely engaging so that registrants will attend. The meeting will be held at the Embassy Suites in Fort Lauderdale, Florida, home of the Flying Ls, February 4-6, 2001.

### New Chairs' Forum

Kate Mooney reported that the organization for the Forum is going well. The Board offered the following ideas for sessions: dealing with difficult faculty members, managing your own career while chair, legal aspects of being chair and the need for insurance, and developing a relationship with your dean.

### November Board Meeting

The Board discussed whether we need to meet in November and we decided that there are many issues to discuss and much work to be done. Therefore, we will meet Friday, November 17, 2000 from 10:00AM-3:00PM in Kansas City, preferably not at the airport.

### Meeting with Regional Coordinators

Jim Heintz reported that his meeting with the regional coordinators had gone well and that the coordinators planned to organize APLG sessions at the various regional meetings.

### Future Sites for Annual Seminar

Jim Heintz asked for suggestions about future meeting sites, however no one championed any particular location. Jim then asked the Board to consider possible locations and report back to him.

As there was no further business to discuss, the meeting was adjourned at 1:30 PM.

## Invitation to Fort Lauderdale in February

The 2001 APLG midyear seminar will be held at the Fort Lauderdale Embassy Suites Hotel from February 4-6. With a 77-degree average temperature and 3,000 hours of annual sunshine, Fort Lauderdale is a great place to visit in February. *Money Magazine* recently named the city "the best place to live anywhere in the United States." Beachgoers can enjoy 23 miles of sand and crashing waves, while golfers can choose from a variety of championship courses. Those interested in shopping can find the finest merchandise or the best bargains at one of 12 major shopping malls or countless specialty shops. The area boasts 3,500 restaurants and 110 nightclubs.

The special rate at the Embassy Suites for those attending the 2001 APLG meeting is \$150 per night, single or double. All guest rooms in the hotel are two-room suites. Each guest room offers a separate bedroom with a king or two double beds and living room with a sofa bed and dining/work area. In addition, all suites feature a refrigerator, microwave, coffeemaker, wet bar, two televisions, and dual line telephones with voicemail and modem. There is complimentary airport shuttle service.

February is a high-season month for Ft. Lauderdale with hotel rooms in high demand at premium rates. Note that a limited number of rooms have been reserved for APLG at the special conference rate. Our block of rooms will be held until January 2, 2001 or until the block is full.

Reservations can be made by contacting:

Embassy Suites Ft. Lauderdale, 1100 S. E. 17th Street, Ft. Lauderdale, FL 33316, (954) 527-2700.



### President's Message

(continued from page 1)

universities without walls to universities without national boundaries. An East Coast university can deliver courses in China and in your back yard. Is this a threat to your revenue base? We probably have barely scratched the surface of the competition and intellectual capital issues that innovative applications of technology will bring.

5. We also are seeing major changes in who delivers education. Questions about public vs. private university education have now expanded into questions about traditional vs. corporate university education. Is there a fundamental difference in the nature of the education provided? What are the financial and educational implications?
6. Professional certification exams, includ-

ing the types of certification, are changing. Should this affect our accounting programs? If so, how?

7. The accounting profession itself is evolving into new organizations providing different kinds of services (and not providing some others). How should this affect our programs? How does it affect the career opportunities of our four- and five-year graduates?

Jack Ruhl, the newsletter editor, tells me I am allowed only so much space, so I better end my list here. If any of these issues strike a nerve with you, then you should attend our annual seminar in Fort Lauderdale in February. The theme is so appropriate: "Working through an Era of Confusion and Change." As described more fully elsewhere in this newsletter, the program will

include updates on the accounting education survey project, technological innovations, and AICPA developments. There will be sessions on e-Commerce, corporate universities, distance learning, recruiting accounting majors, how to have a life and run an accounting program (I really need that one), and other topics.

As a program leader, you simply must come to the annual meeting. And bring someone else from your school or department whom you think would make a good program leader. We need to encourage others to become involved with the leadership dimension of this profession.

See you in Fort Lauderdale.

—Jim Heintz  
President, APLG

# ACCOUNTING PROGRAMS LEADERSHIP GROUP

## 2001 SEMINAR

Embassy Suites Hotel, Fort Lauderdale, FL

February 4–6, 2001

### Seminar Theme: Working through an Era of Confusion and Change

#### Sunday, February 4, 2001

7:00 AM–5:00 PM **REGISTRATION**

8:00 AM–

12:00 PM **NEW CHAIRPERSON'S PROGRAM**

12:00 NOON–

1:00 PM **LUNCH**

New Chairperson's Program participants

#### AFTERNOON WORKSHOPS for all attendees:

1:00–2:50 PM **Survey Project on Accounting Education**

Speakers: W. Steve Albrecht,  
Brigham Young University  
Robert J. Sack, Darden Graduate School,  
University of Virginia

3:00–3:50 PM **Technological Innovations**

Speakers: To be announced

4:00–4:50 PM **Update on AICPA Developments**

Speaker: Kathy G. Eddy, AICPA Chair

5:30–7:00 PM **RECEPTION**

Welcome reception for all attendees

#### Monday, February 5, 2001

**BREAKFAST**

7:00 AM **REGISTRATION**

8:15–8:30 AM **WELCOME and INTRODUCTIONS**

James A. Heintz, APLG President

8:30–11:45 AM **Learning Styles**

Speakers: Mary Jo Clark and Pat Heiny  
Contemporary Consulting, Inc.  
Richmond, IN

11:45 AM–

12:55 PM **LUNCH**

1:00–1:30 PM **BUSINESS MEETING and**

**AWARDS PRESENTATION**

James A. Heintz, APLG President

1:30–1:45 PM **BREAK**

1:45–2:45 PM **CONCURRENT SESSIONS**

**e-Commerce**

Speaker: Bob Johnson,  
Arthur Andersen, Atlanta

**Benchmarking Corporate Accounting**

**Staff Skills and Competencies: A**  
**Corporate University Perspective**

Speakers: Jonathan Schiff,  
Fairleigh Dickinson University

**How to Have a Life and Run an**  
**Accounting Program**

2:45–2:55 PM

2:55–3:55 PM

3:55–4:05 PM

4:05–5:00 PM

5:30–6:30 PM

Speakers: Tom Howard, The University of  
Alabama

Andy Barnett, San Diego State University

Karen Pincus, University of Arkansas

**BREAK**

**CONCURRENT SESSIONS**

**e-Commerce**

Speaker: Bob Johnson, Arthur Andersen,  
Atlanta

Current Developments in Distance Learning

Speaker: Robert E. Jensen, Trinity University

**Benchmarking Corporate Accounting**

**Staff Skills and Competencies: A**

**Corporate University Perspective**

Speakers: Jonathan Schiff,  
Fairleigh Dickinson University

**BREAK**

**CONCURRENT SESSIONS**

**Advisory Councils and Alumni**

**Involvement**

Speakers: Stephen T. Limberg,  
The University of Texas

Paul Munter, University of Miami

**Current Developments in Distance**

**Learning**

Speaker: Robert E. Jensen, Trinity University

**Using the Introductory Course to Market**

**Accounting and Recruit Students**

Speakers: Lamont (Doc) Steedle,  
Towson University

Jayne Maas, Towson University

Norm Nemrow, Brigham Young University

**RECEPTION**

**DINNER on your own**

#### Tuesday, February 6, 2001

8:30–9:30 AM

**Fund-Raising, 2001**

Speaker: Don Gray, University of Wisconsin  
Foundation

9:30–10:15 AM

**Fund-Raising for an Accounting Program**

Speakers: Jamie Pratt, Indiana University  
James J. Benjamin, Texas A&M University

10:15–10:30 AM

**BREAK**

10:30 AM–NOON

**ROUNDTABLE ON THE AAA:**

**What Should the Organization Be Doing?**  
**the APLG?**

Facilitator: Don Finn, Louisiana State  
University

NOON

**ADJOURNMENT**

James A. Heintz, APLG President

## 2000 Annual Meeting Snapshots

*Left to right: Linda Marquis, Northern Kentucky University; Finley Graves, Kansas State University; Keith Stanga, University of Tennessee; Kate Mooney, St. Cloud State University*



*Tom Schaefer, University of Notre Dame; Helen Gernon, University of Oregon*



*Left to right: Bob Sack, University of Virginia; Steve Albrecht, Brigham Young University*



*Steve Limberg, The University of Texas; Ellen Glazerman, Ernst & Young Foundation*

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## AAA Academic Partners and Benchmarking Program Update

by Tracey E. Sutherland, AAA Director of Faculty Development

As many of you know, more than a hundred accounting departments participated as founding Academic Partners with the AAA to share resources and enhance capabilities for teaching, research, service and practice interaction during 1999–2000, the first year of the program. Leaders and members of APLG have lent valuable support to the project, offering opportunities for discussion of project plans during mid-year meetings, serving as reviewers for draft instruments, and enrolling their programs.

The Academic Partners and Benchmarking program is designed to help accounting departments address topics troubling accounting educators and administrators. These topics include articulation, recruiting and retaining students, faculty evaluation, globalization, fund-raising, assessment, incorporating new pedagogies, and preparing for accreditation, reaccreditation, and program evaluation visits. Program components include *The Department Chair* newsletter from Anker Publishing, the *Leadership Express* electronic bulletin alerting program leaders to interesting trends and issues, discounted registration fees for the annual APLG seminar, and special “toolkits”—comprehensive collections of resources such as web materials, books, videotapes, and bibliographies on topics like active learning, assessment, and faculty evaluation.

While it is possible to enroll only in the Academic Partners program, many who did so last year also participated in the new

Benchmarking study, completing this year’s Accounting Program Administration survey. Each participating program received a report including data comparison on topics like budget, faculty salaries, program advisory boards, control of decision making, student recruitment, introductory courses, and faculty productivity. Participants chose four peers from among benchmarking programs and received reports comparing their data to that of the identified peers as well to cohort groups and all participants.

Examples of the kinds of information collected are highlighted in the two sample charts on page 7. One shows a private university’s breakdown of organizations represented on the advisory board compared to participating benchmarking programs, and the other demonstrates how funding from institutional and external sources for an individual program (“Your”) compares with that of Doctoral, Comprehensive, Baccalaureate and Associates cohort groups (based on collapsed Carnegie categories).

Additional interesting findings from the first year’s project with 102 programs participating:

- 68% indicate that the accounting program has primary authority for decision making in faculty hiring decisions; 12% say hiring is a School/College/University decision and 20% report that those decisions are shared.
- 13% report that the accounting program has primary authority for promotion and

tenure decisions, with 40% indicating it is a School/College/University decision and 47% saying those decisions are made jointly.

- For full-time newly hired assistant professors, benchmarking participants report a mean average salary of \$72,445 within a range of \$45,000 to \$110,000.
- When asked what percentage of annual faculty teaching evaluations is based on student course evaluation data, the average for all participants is 56%.
- 59% report that mentors are available to support new faculty in the area of developing their research; 68% report that mentors are available in the area of developing teaching skills.

When fully developed, the Benchmarking Program will include surveys of students, employers, faculty and alumni to provide a 360-degree view of accounting programs. We’re looking forward to opening enrollment for next year’s Academic Partners and Benchmarking programs in December. You will receive a brochure by mail or you can find the information on the AAA website <http://www.aaa-edu.org>.

For more information on Academic Partners and Benchmarking, visit the AAA web site at:

<http://www.rutgers.edu/Accounting/raw/aaa/about/brochures/partners.htm>  
or contact me at (941) 921-7747, ext. 311, email [AAATracey@packet.net](mailto:AAATracey@packet.net), or fax (941) 923-4093.

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## CALL FOR NOMINATIONS

The Nominations Committee of the APLG is actively seeking nominations from the membership for the various offices listed below for the 2001–2002 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 processes of this organization.

Please send nominations for the 2001–2002 slate of officers to Keith G. Stanga,

Department of Accounting and Business Law, College of Business Administration, University of Tennessee, Knoxville, TN 37996-0560, Phone: (423)974-1758, Fax: (423) 974-4631, Email: [kstanga@utk.edu](mailto:kstanga@utk.edu)

The nominations committee seeks nominations for the following offices by December 1, 2000:

- President-Elect
- Vice President-Accreditation
- Treasurer
- At-Large Board Members (3):

Two academic members

One professional member

- Regional Vice Presidents-Elect
  - Mid-Atlantic
  - Midwest
  - Northeast
  - Ohio
  - Southeast
  - Southwest
  - Western
- Nominating Committee (three non-board members)

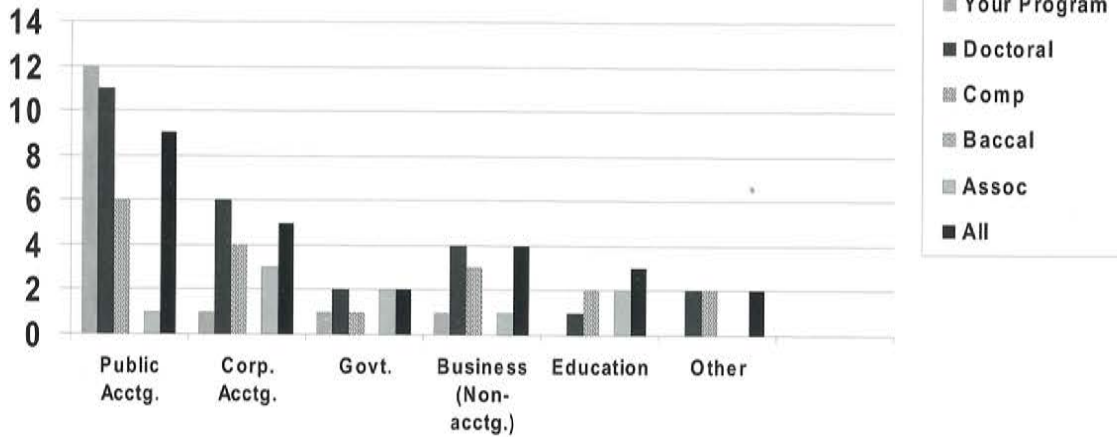
# 1999-2000 Benchmarking Study

## Private University - Comprehensive Cohort Advisory Board Profile

Question 12:  
Does your program have  
an advisory board?



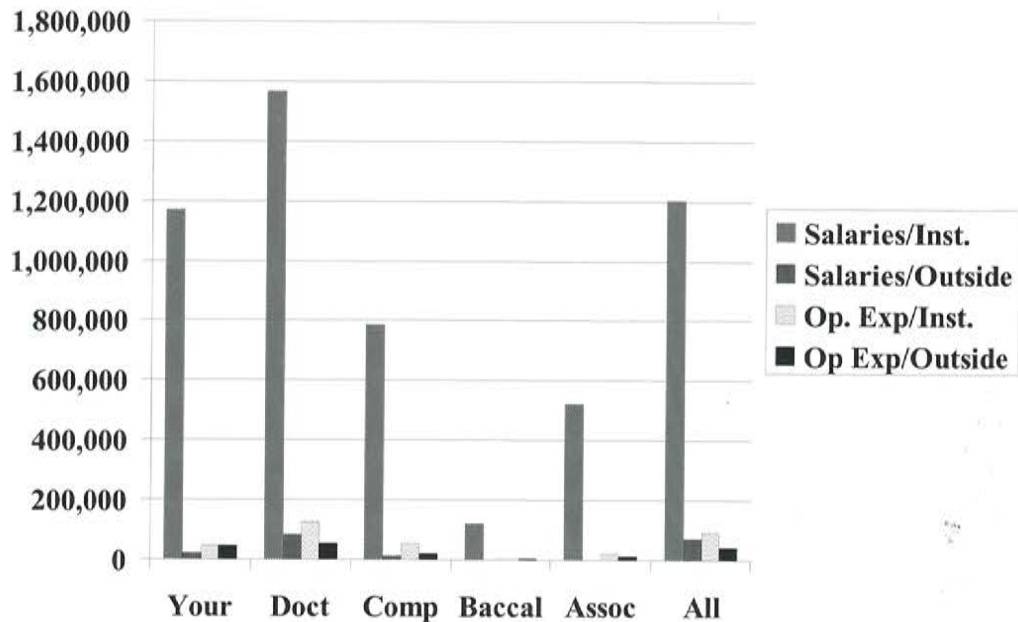
If YES, Number of members from:



\*\*Numbers shown for Cohort group are Means.

Average # of members reported

## Budget Information: Institutional vs. Outside Funding (102 programs participating)



## Accounting Education: Charting the Course through a Perilous Future

Reviewed by Jack Ruhl

Accounting program leaders will find Steve Albrecht and Bob Sack's monograph *Accounting Education: Charting the Course through a Perilous Future* to be especially interesting, useful, and probably disturbing. The monograph is Volume 16 in the AAA's Accounting Education Series, and was sponsored by the Institute of Management Accountants (IMA), the American Institute of Certified Public Accountants (AICPA), the AAA, and the Big 5 professional service firms.

Albrecht and Sack note a number of disturbing trends in the monograph's first chapter, "Why Accounting Education May Not Survive in the Future." First, the number and quality of students selecting accounting as a major is decreasing. Second, both practicing accountants and accounting educators state that they would not major in accounting if pursuing their education over again. Third, accounting leaders and practicing accountants feel that accounting education, as currently

structured, is outdated, broken, and needs to be modified significantly.

Changes in the business environment such as rapidly evolving technology and globalization have led to decreased demand for students to fill jobs typically filled by accounting graduates. Practitioners participating in the Albrecht and Sack study predicted decreased or stable demand for graduates to provide tax and audit and assurance services. On the other hand, the practitioners believed there would be increased demand for students to fill jobs in business consulting and advising and planning and strategy. Given a broad range of opportunities in these areas, it is not surprising that many of the best students who in the past would have studied accounting now major in areas such as information systems, logistics/supply chain management, e-commerce, and strategy.

A particularly troubling finding was that most of the accounting practitioners and educators would not major in accounting if they were completing their education again. Assuming that "word of mouth" and "personal testimonials" are the best forms of advertising, failure of practitioners and academics to urge students to major in accounting will add to the difficulty of getting the best students to enter the field.

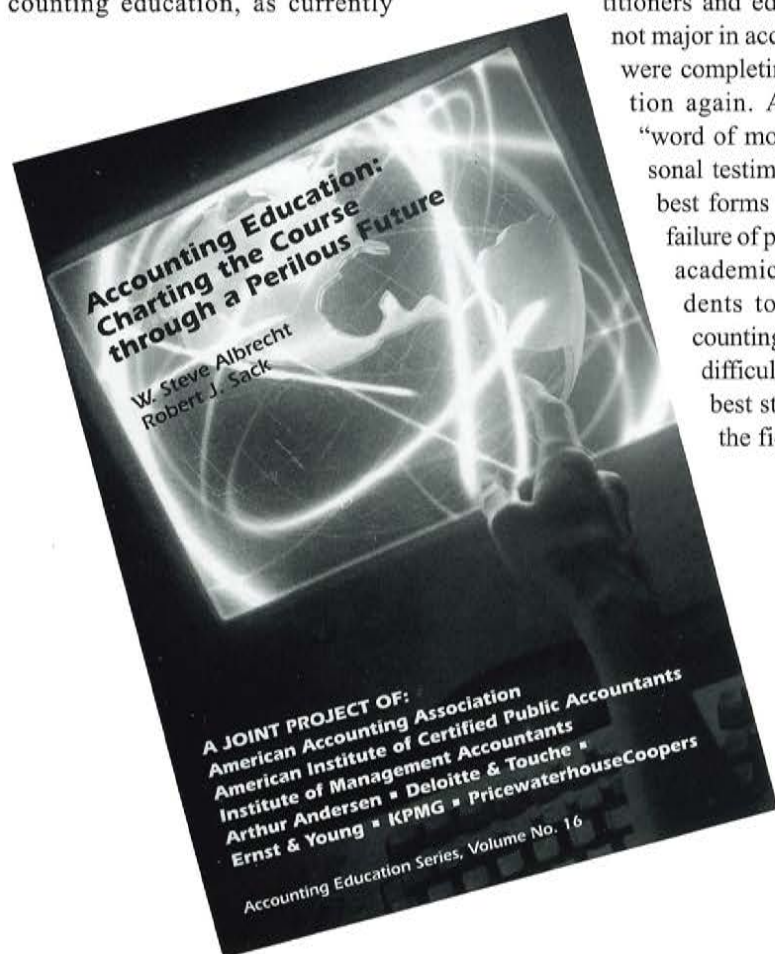
The chapter "Improving Accounting Education" actually focuses on problems with accounting education, such as narrow, outdated curricula, and a rule-based, memorization, and test-for-content educational model. The authors note that some schools have addressed problems such as these, and are working hard to keep up with changes in the business world. Unfortunately, these schools are in the minority.

The monograph concludes with a chapter, "Summary and Recommendations," which provides suggestions to remedy perceived problems in accounting education. These include assessing the environment the accounting program is facing, meaning examining what employers and students expect from the accounting program. Albrecht and Sack also urge faculty and administrators to examine every degree program, asking whether that program should be continued. For example, a school might decide to offer only an accounting minor, or perhaps discontinue a doctoral program.

It's hard to overemphasize the importance of this monograph. The AAA recognized that the authors had important things to say, and provided them with a plenary session to present their findings during the 2000 AAA Annual Meeting. While sometimes disagreeing with the authors' positions, those attending the breakout session following the plenary generally recognized that Albrecht and Sack have identified very real problems in accounting education.

Accounting program leaders who don't already have a copy of the monograph can either obtain one from AAA or read the full text on the AAA web site (<http://www.aaahq.org/pubs/AESv16/toc.htm>). This is a very well written, insightful work that provides many suggestions for improvement. We are experiencing a confusing, rapidly changing time in accounting education, and Albrecht and Sack's monograph provides much needed clarity and direction.

*Jack Ruhl is Chairperson and Professor of Accountancy at Western Michigan University's Haworth College of Business.*





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## 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
Howard University	Margaret Hicks
University of Louisville	Julia N. Karcher

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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:

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Department of Accountancy  
Haworth College of Business  
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Kalamazoo, Michigan 49008-3805

Name of New Administrator: \_\_\_\_\_

Title: \_\_\_\_\_

School: \_\_\_\_\_

Address: \_\_\_\_\_

Email Address: \_\_\_\_\_

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## NEW CHAIRPERSONS' PROGRAM ACCOUNTING PROGRAMS LEADERSHIP GROUP WORKING THROUGH AN ERA OF CONFUSION AND CHANGE February 4, 2001 — Fort Lauderdale, Florida

- 8:00–8:15 AM **Welcome**–Kate Mooney, St. Cloud State University
- 8:15–9:45 AM **An Era of Personal Confusion for the New Chair:** Panel presentation on time management, developing professional contacts, establishing relationships with secretaries, assistants, and staff, and student recruitment. Moderator: Dick Kochanek, University of Connecticut  
Keith Stanga, University of Tennessee; Finley Graves, Kansas State University; and  
Dave Fordham, James Madison University
- 9:45–10:00 AM **Break**
- 10:00–11:00 AM **An Era of Change in Faculty/Chair Relationships:** Panel of experienced chairs with ideas for providing meaningful evaluations for tenure and promotion, dealing with faculty governance structures, and post-tenure review process. Moderator: Dave Smith, Iowa State University  
Kate Mooney, St. Cloud State University; and Frances Ayres, University of Oklahoma
- 11:00 AM–NOON **An Era of Change in Fund-Raising:** Presentations by veterans on establishing relationships with your new alumni, working with, not in competition with, your Dean and the University fund-raisers, and ideas for effective fund-raising. Moderator: Cliff Skousen, Utah State University  
With others
- NOON–1:00 PM **Lunch**

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## Accounting Programs Leadership Group

### 2000–2001 Officers, Board Members, and Committee Chairs

#### President and AAA Council Representative

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### At-Large and Other Board Members

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