

Minutes – Management Accounting Section 2011 Midyear Executive Committee Meeting
(Atlanta, GA: Jan 8, 2011)

Conducting: Wim A. Van der Stede

Attending: Joe Fisher, David Otley, Monte Swain, Ella Mae Matsumura, Ramji Balakrishnan, Jan Bouwens, Mary Ellen Carter, Sally Widener, Henri Dekker, Kristy Towry, Raef Lawson, Joan Luft, Anne Farrell, Murray Lindsay, Margaret Woods, Andrea Drake, Ann Gabriel, Mark Wouters, Margaret Shackell-Dowell, Marty Stuebs, Joanna Ho

Excused: Brian Mittendorf, Dipankar Gosh, Bill Lanen, Eva Labro, Ana Albuquerque, Frank Selto, Tom Groot, Wayne Bremser, David Stout, Don Wygal, Ali Sedaghat, Tim West, Maria Leach

Guest Attendee: Rick Payne (ICAEW – Institute of Chartered Accountants in England and Wales)

1. Confirmation of the OC Minutes (San Francisco) and EC Minutes (Seattle) – Wim A. Van der Stede. Unanimously approved without discussion or comment.
2. Matters Arising from the Minutes – Wim A. Van der Stede
 - Ramji Balakrishnan asked about when the Annual Meeting Best Paper shortlist would be passed on the JMAR Editor as a source of papers to solicit for invitations to submit to JMAR. Wim clarified that this will begin with the Denver Annual Meeting (2011), for which Eva Labro is the Chair of the Annual Meeting Best Paper Award Committee and for which she had agreed at the OC in San Francisco to do so at the appropriate time.
 - In a similar vein, Ramji Balakrishnan asked Kristy Towry, Chair of the 2011 Midyear Meeting Best Paper Award Committee to also pass on the shortlist of papers to Ramji. Kristy concurred.
 - A short discussion ensued on the nature of “Discussion Session” papers at the Annual Meeting. Wim confirmed that Brian Mittendorf had raised the issue with the 2011 Denver Annual Meeting Chair, as per the action item of the OC Minutes in San Francisco. Wim conveyed to the EC that he understood that Brian might either 1) clarify better the purpose of Discussion Session papers in order to mitigate the disproportional drop-out rate of authors allotted to these sessions as observed at the San Francisco Annual Meeting, or 2) end the “Discussion Sessions” as the Sections appear to have some leeway as to how they internally allot papers from their Section to Annual Meeting slots. Brian Mittendorf will explore these options as he works on putting together the Management Accounting Section program for the upcoming Annual Meeting in Denver. Wim had also discussed with Brian that if the “Discussion Sessions” were to be discontinued, it cannot come at the cost of having a lower allotment of management accounting papers on the AAA Annual Meeting program. Brian concurred.
3. Consent Agenda Items – Wim A. Van der Stede
 - Wayne Bremser did a non-renewal membership drive (email) in December 2010 to 134 non-renewing Section members. Final results to be reported at a later time once the

renewals as a result of the initiative have had their effect. Wim noted that the Section membership (ca. 1483 members) is now again very healthy and about as high as it has been in nearly a decade.

- An encouraging and increased collaboration is developing between the IMA and the Regional Directors on case submissions and case sessions at Regional Meetings with a possible feed-through of these cases to the IMA Case Journal. Tim West kicked off this process at the Midwest Meeting, and is now working with Joanna Ho to replicate it at the Western Meeting. Connections with the IMA have also been explored in the Mid-Atlantic region.
 - Andrea Drake reported briefly on the development of the new AAA Website platform and its envisioned shape, rollout and integration with the AAA Commons. The Management Accounting Section will be a leading adopter. Andrea invited the EC members to email her with any and all updates on their activities and relevant postings for the Section website, especially updates on awards and other announcements. Please send information to adrake@latech.edu and masweb@latech.edu, copied to judy@AAAHQ.ORG.
 - Wim Van der Stede relayed on behalf of Brian Mittendorf that on January 5, 2011, 123 submissions to the Section had been received for the upcoming 2011 Annual Meeting in Denver. This compares to 126 submissions last year for the 2010 San Francisco Meeting, which was down on submissions for the 2009 New York Annual Meeting, which was a record year, possibly due to location. There appeared to be a higher proportion of international submissions, however. Wim reported that Brian had informed him that the same pattern of submissions was observed by the Financial Accounting and Reporting Section.
4. Report on Section Financials – Monte Swain
- Monte Swain noted that the current format of AAA financial reports is challenging to understand. Monte has offered his help to the AAA finance team on how to improve the reporting, which was accepted, and will work with them to do so.
 - Ramji Balakrishnan asked about the significant jump in fund balance in 2006-07, which then steadily declined year-on-year. Monte clarified that this jump is largely due to the \$50,000 grant by the IMA for the Doctoral Colloquium, which has been steadily used at \$12,500 per year since then. This lack of transparency illustrates the challenges presented by the current reporting structure.
5. Nominating Committee Election – David Otley
- David, as Past President, chairs the Nominating Committee. Both the President and Secretary/Treasurer terms are up. David proposed that to facilitate more effective training and handoff on the Secretary/Treasurer position that the Nominating Committee considers establishing a one-year joint appointment between the incoming and outgoing Secretary/Treasurer. The meeting concurred with this proposal.

- The following nominations of members to the Nominations Committee were received:
 - Ella Mae Matsumura by Ramji Balakrishnan
 - Ken Euske by David Otley
 - Marc Wouters by Wim Van der Stede
 - Murray Lindsay by David Otley
 - Kristy Towry moved to accept this list; Anne Farrell seconded. Unanimously approved.
 - David Otley noted that this committee will put up a slate for membership vote. The membership-at-large can also nominate with 25 signatures. As an action item, David will send out an email to the membership to advise them that the nominations process is open.
6. Report on 2011 Midyear Meeting and IMA Doctoral Colloquium – Jan Bouwens and Sally Widener
- Sally Widener reported on a large increase in students applying and attending the Colloquium (62 students), including representation from four continents. The Deans’ panel was a positive addition to the Colloquium. Henri Dekker will take over as the Lead Colloquium Organizer next year and will be joined by Michal Matejka as the Co-Organizer. Wim, joined by the meeting, thanked Sally and Henri for their excellent work in organizing the Colloquium, and the IMA for their substantive financial and nonfinancial support of the Colloquium.
 - Jan Bouwens reported on the increase in Midyear Meeting attendees, which at the time of this reporting was tallied to be 281 attendees, a record number to date. Jan believed that the overall quality of the program in all of its aspects was widely perceived by the attendees during the conference – no complaints were received. The Best Case award was a positive addition. Mary Ellen Carter will take over as the Lead Director next year, joined by Michael Williamson as the Co-Director. Wim, joined by the meeting, thanked Jan and Mary Ellen for their excellent work in organizing the Midyear Meeting, and the sponsors (AICPA, CIMA, CMA-Canada, IMA, Wiley) in various roles and amounts for their much appreciated and continuing support.
7. Proposed Change in Eligibility Conditions for the Best Early Career Award – Joan Luft
- On Joan Luft’s recommendation, Wim Van der Stede moved for the following change to the Operations Manual regarding the criteria for the Best Early Career Award:
 - From the following: “For the award given in 20X6 (2012, say), the candidate must have first joined the faculty on January 1, 20X0 (2006) or later.”
 - To the following: “For the award given in 20X6 (2012, say), the candidate must have received a doctoral degree on January 1, 20X0 (2006) or later.”
 - Sally Widener seconded. Unanimously approved.

8. Report on *JMAR* – Ella Mae Matsumura and Ramji Balakrishnan
- Ramji Balakrishnan reported on the submission activity report in the agenda packet. He strongly encouraged the MAS leadership to “lead by example” by considering themselves, and encouraging others, to submit good work to *JMAR*.
 - Ramji Balakrishnan recognized the very strong interest in having two issues per year of *JMAR*, but he felt he should not move in that direction until he can be nearly assured that each of the issues would have a substantive number of quality articles on a sustainable basis.
 - Ella Mae Matsumura recommended that *JMAR* apply for admission to Scopus. Ramji Balakrishnan concurred that admission to Scopus is likely less onerous than admission to SSCI, adding that SSCI expects 1) never missing a publication date, and 2) citations in other SSCI journals.
 - Ramji Balakrishnan informed the meeting that his core criteria for publication acceptance in *JMAR* are that (1) the paper must be “correct” (i.e., internally consistent and valid), and that (2) the paper must “make a point” (i.e., must provide at least one incremental contribution).
 - Murray Lindsay suggested that to achieve enough submissions for a possible second issue of *JMAR* each year, it should be considered to identify a theme with a senior expert providing the lead article. Ramji noted that the publications committee is already working on this idea (as well as pursuing increased submissions via the *JMAR* conference). Murray also recommended that we “market” more strongly that *JMAR* has a quick turnaround (currently averaging 65 days). This may encourage pre-tenure candidates who are getting tight on their tenure clock to submit to *JMAR*. Monte Swain added that there may be an opportunity in the future to target this message to key institutions as the AAA finishes and makes available the new database of accounting academic institutions in North America.
 - Finally, Ella Mae Matsumura and Ramji Balakrishnan proposed an ad hoc committee to prepare a “benchmarking” study and/or database on management accounting research’s relative propensity to get published and cited relative to other subfields in accounting, as that could help inform, for example, tenure and promotion decisions of researchers in our field. Wim proposed as an action item that Ramji and Ella Mae and Andrea Drake put together a specific proposal on such a study/database.
9. Presidents’ Strategy Advisory Board – Wim A. Van der Stede
- The EC agreed at the last EC meeting (1/9/10 in Seattle) that an ad hoc committee would propose a strategy process to increase the Section’s ability to identify and act on key issues affecting the Section. This committee, consisting of David Otley (Chair), Wim Van der Stede, Leslie Eldenburg, Ella Mae Matsumura, Ken Merchant, Monte Swain and Joe Fisher (after his election as President-Elect), met virtually during five conference calls during Spring 2010, with their work culminating at the San Francisco Annual Meeting (August 2010) in a nearly-daylong “strategy retreat” of the same group. As a result of the ad hoc committee’s deliberations, it proposed a Management Accounting Section “Presidents’ Strategy Advisory Board” composed of the three presidents

(current, elect, and past) meant to represent the “executives” on this Board, as well as four to five at-large members on three-year terms, meant to act in the spirit of “non-executives” on the Board and meant to reflect the views of the younger membership of the Section. These “non-executive” individuals are to advise the three presidents on an agenda of strategic issues. Wim then formally requested the EC to approve this proposed Presidents’ Strategy Advisory Board. If approved, Wim would then identify two or three members initially, with another member identified subsequently (next year) by Joe Fisher, and another member identified by Joe’s successor. This process will effectively initiate a three-year staggered term for the Presidents’ Strategy Advisory Board.

- Joanne Ho made the motion, seconded by Margaret Shackell-Dowell. Unanimously approved.

10. AAA/FARS Proposal for a “Rookie Recruiting Camp” at Midyear Meeting – Wim A. Van der Stede

- Wim Van der Stede reported on the desire by the Financial Accounting and Reporting Section (FARS) to run a “rookie recruiting camp,” which would imply that FARS move up the timing of their Midyear meeting.
- Wim also reported that, while aware of these ideas, he was “floored” when it appeared that FARS was considering (or even might have already decided) to hold their next midyear meeting at the same time as our own midyear meeting. Upon finding out about this proposal, Wim raised his very serious concerns with the highest levels of the AAA (Tracey Sutherland, the AAA Executive Director, and Greg Waymire, AAA President-Elect).
- Specifically, Wim is concerned about the possible cannibalization effect of the concurrent timing with the FARS midyear meeting on our own midyear meeting attendance (about 39 AAA members in the past have attended both the MAS and FARS midyear meetings). Wim is also concerned about the AAA’s ability to service multiple large midyear meetings taking place at the same time. And while FARS appears to have initially proposed to pay for AAA support services at their midyear meeting, Wim is also concerned that this commitment may not remain in the future, which then could lead to future de facto financial commitments by MAS to get the service level that we have enjoyed for our midyear meetings, or else an undesirable reduction in the quality levels of the services provided by the AAA to our midyear meeting.
- Mary Ellen Carter backed up Wim’s expressed concern that multiple midyear meetings at the same time, and the related demand on AAA staff resources so shortly after the holidays, may lead to significant service problems.
- To defray the workload of servicing multiple midyear meetings at the same time, the AAA toyed with the idea of “co-locating” several large midyear meetings. Wim had rebutted to the AAA that if this were to be considered, it would require very careful planning so that each meeting can maintain its very distinctive features – in other words, Wim clearly expressed to the AAA that he was “not interested in recreating an Annual Meeting in size and spirit in January.” Wim also clearly stated to the AAA that

the Management Accounting Section has had the current midyear meeting spot for over a dozen years and that we were at present not considering moving its timing.

- Overall, the Management Accounting Section EC strongly supported Wim's views and concurred with his expressed significant concerns as he had relayed them to Tracey Sutherland and Greg Waymire.
- Wim also reported that Greg Waymire feels strongly that the FARS should not independently make a "tactical decision" (i.e., moving forward their midyear meeting to include a rookie camp) that potentially has strong strategic impacts for the AAA overall.
- Wim committed to stay very focused on this issue in order to assess the developments and manage possible impacts of a "tactical" decision by another section on the MAS.
- Kristy Towry, joined by the EC, thanked Wim for his advocacy in this regard and added their encouragement to Wim to "press on" on behalf of our Section for this very important issue.
 - *Post Meeting Note:* Although Wim had discussed it with Tracey and Greg, he forgot to mention (as shown above) that he had also questioned whether early-January is even a good time to hold a rookie recruiting event, if that is indeed the driver for FARS to move the timing of their midyear meeting, given how more and more schools are already flying out recruiting candidates at that time, or even earlier (in December).

11. AAA/Segment Branding and Section Name – Wim A. Van der Stede

- Wim reported that the AAA is considering, as one of various possible re-branding ideas, dropping the word "accounting" from Section names in order to reduce redundancy when combining section and national naming for branding purposes. That is, rather than the "Management Accounting Section of the American Accounting Association" (note the double occurrence of the word "accounting"), we could be named the "Management Section of the American Accounting Association."
- Both David Otley and Wim have been invited to participate in an AAA Branding and Naming taskforce. To this point, however, little actual progress has taken place on this committee.
- David Otley added that this seemingly "opportunistic" branding peculiarity could also be seen as a real opportunity for the Section to reflect on the nature of its name. It may sensibly resolve his concern that "Management Accounting" as a term and title is increasingly confusing and possibly un-inclusive as a descriptor of the work and research we do, as well as of the work that practitioners in this area in business do, where the term "management accounting" appears to be less and less used per se.
- Wim will keep the Section leadership apprised of developments; particularly as a name change would require a change to the Section bylaws.
- Wim suggested that a reflection on our Section name could be an agenda item for the newly-formed Presidents' Strategy Advisory Board to advise about as part of their initial agenda.

12. Annual Meeting Management Accounting Section CPE Sessions – Wim A. Van der Stede
- The ad hoc strategy group noted this last year that there is no representation by our Section in the CPE sessions at the Annual Meeting. Two ideas were floated: 1) To provide CPE sessions with a research focus that facilitate junior faculty or doctoral students; 2) To help our colleagues better bridge their work over to the professional domain by providing CPE sessions that help our colleagues “repackage” their published research for professional dissemination.
 - Wim suggested that CPE representation also could be an agenda item for the newly-formed Presidents’ Strategy Advisory Board to advise about as part of their initial agenda.
13. Preliminary Discussions with IFAC re: Collaborative Opportunities – Wim A. Van der Stede
- Wim reported on initial discussions with the International Federation of Accountants (an “association of associations”), and noted some possible advantages from establishing a concrete relationship with this organization. Wim is particularly enthused about the possibilities of this relationship strengthening our international focus, and hopes that there will be some formal establishment of a relationship by the conclusion of his tenure as president.
 - Wim offered to continue to work on establishing this possible relationship, hopefully to good effect with some initial formalized outcomes.
14. Any Other business
- Murray Lindsay reported that the CMA-Canada (Todd Scaletta) has recommitted to fund the “Best Practice” paper for 2011. Murray recommended that the Management Accounting Section take forward to CMA-Canada some proposals for other mutually-beneficial collaborations. Wim proposed an action item that he will make contact with Todd to explore this further.

Action Items:

- Kristy Towry to pass on shortlist of Midyear Meeting “Best Papers” to the JMAR Editor.
- Eva Labro to pass on shortlist of Annual Meeting “Best Papers” to the JMAR Editor.
- EC members to email Andrea Drake with any and all updates on their activities and relevant postings for the Section website, especially updates on awards and other announcements. Please send information to adrake@latech.edu and masweb@latech.edu, copied to judy@AAAHQ.ORG.
- Monte Swain to work with the AAA finance staff to improve the reporting structure of AAA Section financial reports.
- David Otley to send an email to the Section membership to advise them that the nominations process for officers is open.
 - *Post Meeting Note:* Done as per email to Section members on January 11th 2011.

- Wim Van der Stede to update the Operations Manual to reflect the approved change in criteria for the Best Early Career Award.
 - Post Meeting Note: Done as per January 13th 2011; updated Manual to be posted on the Section's website and Commons in due course.
- Ramji Balakrishnan and Ella Mae Matsumura to continue to explore admission of JMAR to Scopus.
- Ramji Balakrishnan, Ella Mae Matsumura and Andrea Drake to put together a specific proposal for a "benchmarking" study and/or database about JMAR and/or management accounting research to help inform tenure and promotion decision processes.
- Wim Van der Stede to update the Operations Manual to include the approved Management Accounting Section's Presidents' Strategy Advisory Board.
 - Post Meeting Note: Done as per January 13th 2011; updated Manual to be posted on the Section's website and Commons in due course.
- Wim Van der Stede to identify and appoint two or three initial members for the new Management Accounting Section's Presidents' Strategy Advisory Board.
- Wim Van der Stede to continue to liaise with IFAC on a potential formalized relationship between our organizations.
 - Post Meeting Note: Initial follow-up email sent to IFAC by Wim on January 13th 2011.
- Wim Van der Stede to contact Todd Scaletta of CMA-Canada to discuss possibilities for specific collaborations.
 - Post Meeting Note: Initial follow-up email sent to Todd Scaletta by Wim on January 14th 2011; initial response received from Todd on January 15th 2011 with an initial schedule for further discussions set.