



**Board of Directors Meeting Minutes
May Strategic Retreat
Monday, May 17, 2021 – Wednesday, May 19, 2021**

Board Members Attending

<p>Elaine Mauldin, President Robert Allen, President-Elect Terry Shevlin, Past President Mark Beasley, Vice President-Finance Mark DeFond, Vice President-Research & Publications Beth Kern, Vice President-Education Ann Dzurarin, Director-Focusing on Membership</p>	<p>Giorgio Gotti, Director-Focusing on International Audrey Gramling, Director-Focusing on Segments John Hepp, Director-Focusing on Academic/Practitioner Interaction Mary Stanford Harris, Director-Focusing on Intellectual Property Nancy Nichols – Council Chair Yvonne Hinson, Chief Executive Officer</p>
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Guests & AAA Professional Staff Attending

<p>Annie Farrell – incoming VP Finance Sarah McVay – incoming VP Research and Publications Tim Rupert – incoming Director focusing on Segments Mark Dawkins – incoming President-Elect Matt Anderson – incoming Interim DEI Director Monte Swain – incoming Council Chair Ellen Glazerman- EY Barbee Oakes – DEI Foundations</p>	<p>Stephanie Austin-Co-Director of Publications/Sr. Managing Editor Darlene Dobson- Executive Assistant Erlinda Jones – Senior Director of Meetings and Programs Michele Morgan - CFO Karen Osterheld – Senior Director of Center Steve Matzke – Senior Director of External Relations Nate Smith – Co-Director of Publications/Sr. Managing Editor Mark VanZorn, Director of Information Technology</p>
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Board of Directors Unable to Attend

Nancy Nichols – Council Chair – May 18th	
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MSC = Motion Seconded and Carried

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<p>A. Welcome – Members were welcomed at 11 am. Bob Allen thanked EY for sponsoring the event and welcomed Barbee Oakes with DEI Foundations. He went over the agenda for today.</p>
<p>B. A Message from EY – Ellen Glazerman thanked everyone for coming and said we value DEIB training at EY. She said she thinks it will be more obvious after Barbee is done why we as leaders need to be aware.</p>
<p>C. DEI Foundations – Barbee Oakes was introduced. She said our focus today will be on the architecture of inclusion. She gave the common definitions of Diversity, Equity, Inclusion and Belonging. She explored the role of trust in addressing systemic barriers to DEIB. We discussed the interactive effects of environment, efficacy, and value on motivation to change behavior. We examined the impact of Exclusion on employees and leaders on the workplace climate. She helped us identify issues affecting the value proposition of DEIB for the AAA. Barbee proposed a process on how we could move from Ideation to activation.</p>
<p>E. Council Ballot Committee position selection – Elaine Mauldin reviewed the two positions for the Board election –. Director - Focusing on Diversity, Equity & Inclusion (DEI) and the Director - Focusing on Academic/Practitioner Interaction. It was decided that the position of Director-Focusing on Diversity, Equity & Inclusion (DEI) will be populated by Council and the Board would be more involved in the decision.</p>
<p>MSC to approve the Board position of Director-Focusing Diversity, Equity & Inclusion (DEI) to be populated by Council.</p>

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F. Strategy Recommendations from HQ Staff

Yvonne introduced Steve Matzke, Senior Director of External Relations to the Board. She said he just wanted to have a conversation around an idea and would come back to you and give you more information at a later time, Steve discussed ideas about how to get new partners, fundraising for the brick campaign in the courtyard, establishing AAA media kits and a new award for ethics education. Steve discussed establishing a AAA Foundation because it aligns with the AAA strategic direction. It is effective philanthropy, and the Foundation may facilitate organized, systematic, and targeted giving. The Foundation's proposed mission/vision would have four areas of focus: Diversity, Equity and Inclusion, Advanced Degrees in Accounting, research relevance and teaching excellence. The Board decided that it would be good for Steve to explore the possibilities of creating a foundation and get more information.

The meeting adjourned at 2:00 pm.

Tuesday, May 18th – Minutes

A. Welcome – Members were welcomed at 11 am. Bob Allen thanked Barbee Oakes for giving us an overview of the architecture of inclusion yesterday and turned it over to her to discuss our IDI survey results.

B. IDI Results – Barbee Oakes explained that the perceived orientation combined score of the Board and headquarters staff indicates that the group rates its own capability in understanding and appropriately adapting to cultural differences within acceptance, reflecting an orientation that recognizes and accepts patterns of cultural difference in one's own and other cultures in values, perceptions, and behaviors. The developmental orientation IDI score indicates that the group's primary orientation toward cultural differences is within minimization, reflecting a tendency to highlight commonalities across cultures that can mask importance. Barbee said the HQ staff score was 121.78 Perceived Orientation and 95.77 for Developmental Orientation. Barbee said the Board Only score was 122.25 Perceived Orientation and 96.66 for Developmental orientation. Barbee went over the five orientations of the intercultural development inventory which are denial, polarization, minimization, acceptance, and adaptation and discussed the developmental stages. Barbee said that the AAA Board and Headquarters staff need to be aware that Group Think will likely lead to making decisions based on cultural commonality, even when there are important cultural differences to be considered. Since both groups are so similar you should put an empty chair in the room and think about who might not be represented. She ended the day with a Maya Angelou statement – I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

C. Strategy Recommendations from HQ Staff – Bob Allen introduced the HQ staff to give their recommendations to the Board.

Karen Osterheld – Senior Director of the Center for the Advancement of Accounting Education

Karen went over the vision and mission of the Center. She stated the goals of the center would be to elevate the role of teaching within the academy, provide valuable programs for AAA members, provide a repository of teaching resources that is easily accessible by members and develop faculty programs on inclusivity in the classroom. Karen said she is working with partner organizations to deliver joint programming and working with partner companies and faculty experts to identify speakers/session for upcoming conferences and webinars. She mentioned having certificate programs for specific teaching competencies and working on a pilot program with NAF.

Stephanie Austin and Nate Smith – Co-Directors of Publications

They discussed the Kudos Pilot project and what they learned from it. A survey was sent to those members who have engaged with Kudos. The pilot, after three years, has not turned out to be as promised by Kudos. Stephanie discussed a new idea for a magazine refocusing academic research for practitioners and stakeholders. It will give a new opportunity for academics to have greater impact with their research and expand their personal brand. A magazine would complement and expand upon existing efforts to promote papers being published in AAA journals to the practice community, it will create new revenue opportunities for the AAA, it will be a conduit for partners to promote their products and services to our members and to a broader accounting community and it would be a potential member benefit for existing or new AAA membership categories. If approved, they would have a scaled model approach from 2022-2024.

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They would like to start publishing the magazine in Spring/Fall 2022. The Board approved looking into the magazine further.

Erlinda Jones – Senior Director of Meetings and Programs

Erlinda gave a recap of the 2020-2021 year including the creation of the Meetings Model Taskforce, COVID-19 meeting cancellations and planning virtual meetings. She outlined a strategic plan starting in 2021 with teaching everyone about the new meeting model webinars and hybrid meetings by creating a video. Erlinda said we will be testing a new AAA custom platform at this year's annual meeting and planning the first post COVID in-person annual meeting in 2022 in San Diego. She said we will transition to in-person meetings and sections will begin a new meeting model in 2023-2024 and we will automate CPE attendance capture and verification reporting, badging and have an electronic meeting guidebook.

We plan on getting member satisfaction feedback by having roundtables, targeted survey's, town hall meetings and focus groups. Erlinda stated we can measure our financial performance by the in-person annual meeting in 2022, region and section meetings and by using scorecards.

The meeting adjourned at 2:00 pm.

Wednesday, May 19th – Minutes

A. Welcome – Bob Allen welcomed everyone to the meeting. He reflected over the last year of what the AAA has gone through. In the last year we issued a statement on DEI, we setup a DEI taskforce, we created a DEI website and we have picked an interim Director of DEI. We believe this is a start and we made some positive steps, but we have a lot of hard work to do. We need to make sure every member feels valued and supported in the AAA.

B. DEI Strategy - Barbee Oakes went over rethinking the AAA infrastructure of Diversity, Equity, Inclusion and Belonging. She said as thought leaders in the accounting profession, AAA is launching a planned organizational culture shift to foster a more equitable, diverse, and inclusive environment; cultivate a sense of belonging; and adapt to the demographics shifts of the members. She proposed a strategy evolving around five themes: Access and Success, Capacity Building, Cultural Intelligence, Advocacy, Support and Accountability and Communications and Branding. After Barbee went over parts of the strategy plan, she asked each person to share their thoughts about the training and share any experiences they have experienced relating to DEIB. The Board decided the next step should be to absorb the training and read over the AAA strategy that Barbee proposed and work with the Management Team and Matt Anderson to come up with a plan. Elaine suggested we could use an app called Slack to continue our DEIB discussion online and she sent everyone an email containing a link to the app.

C. February Financials and Phase 2 of Finance Budget: Budget Approval

Mark Beasley said since we didn't have any additional budget requests to add in Phase 2, we should approve Phase 2 budget to equal the Phase 1 budget.

MSC to approve the Phase 2 budget to equal the Phase 1 budget.

Yvonne said that we need to start advertising our Fall meetings and need to decide what fee we will charge to non-members for meetings. This fee will go into the General Fund. It was decided that the fee would remain the same as last year \$100 fee for non-members to attend meetings.

MSC to approve \$100 fee be charged to all non-members that attend AAA meetings.

The meeting adjourned at 2:30 pm