Pathways Commission
Charting a National Higher Education Strategy for the Next Generation of Accountants

Seize the Future

Fall Council | New Orleans, LA | October 17 – 19, 2010
Official Statement

All views presented today are our own and do not reflect the official views of the Pathways Commission, our organizations, AAA, or AICPA.

Sponsoring Groups: AAA and AICPA
Advisory Committee on the Auditing Profession (ACAP) Human Capital Recommendation:

Develop strategies and structures to ensure we have the best, diverse talent to sustain the accounting profession
The Role of Accounting in Society is More Important Than Ever

- Produces, analyzes, interprets, and prepares reports on financial and operational information
- Provides assurance on some reports
- Individual investors rely on the information
- Capital markets depend on the information
Challenges Ahead

- Globalization of business and markets
- Escalating complexity of business
- Lack of financial literacy
- High profile frauds eluding regulatory scrutiny
- Increasingly sophisticated technology
- Increasing need for fair value, predictive and non-financial information
Our Challenges and Opportunities on Campus

Some Challenges (there are many)

- Business schools see accounting as ancillary (e.g., service area supporting MBA)
- PhD shortage

Opportunities

- Strong interest from the practice community in being involved
- Accounting Doctoral Scholars program and some alternative PhD-type models
We need to be thought leaders to take on these challenges – what can we do?
These strategies and structures may include (at a minimum):

1. Systems to Fill the Student Pipeline with those likely to excel
2. Processes to create a challenging, practical and evolving higher education experience, sustained by research
These strategies and structures may include (at a minimum):

(3) Experiential and continuous learning processes in the workplace, and

(4) Retention initiatives through training and development, career opportunities and innovative workplace culture
Pathways Commission
Key Pathways Commission Characteristics

- Diverse Representation
- Supply Chain Focus
Key Pathways Commission Characteristics

- No preconceived solutions
- Focused on implementation of recommendations
- Structured to continue into the future
Pathways Commission Phased Approach

- Stage 1 – Identify current and future issues and develop initial recommendations of how to resolve them.

- Stage 2 – Operationalize recommendations and obtain funding
Structure of Pathways Commission

- Sponsoring Committee
  - Pathways Commission
    - Supply Chain Group #1
    - Supply Chain Group #2
    - Supply Chain Group #3
Sponsoring Committee

- AAA – Gary Previts, Case Western Reserve University, Former AAA President
- AAA – Tracey Sutherland, Executive Director
- AICPA – Denny Reigle, Former Director Academic and Career Development Team
- AICPA – George Krull, Grant Thornton (Retired)
Pathways Commissioners

- Bruce Behn - Chair (University of Tennessee)
- Bill Ezzell (Deloitte)
- Leslie Murphy (Murphy Consulting, Inc.)
- Judy Rayburn (University of Minnesota)
- Jerry Strawser (Texas A&M University)
- Mel Stith (Syracuse University)
Supply Chain Leaders

Supply Chain #1---Susan Crosson, (Santa Fe College)

Supply Chain #2---Mark Higgins, (University of Rhode Island)

Supply Chain #3---Scott Showalter, (Retired KPMG partner and N.C. State University)
# Supply Chain Representatives

<table>
<thead>
<tr>
<th>Supply Chain 1</th>
<th>Supply Chain 2</th>
<th>Supply Chain 3</th>
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<tbody>
<tr>
<td>Susan Crosson (Leader)</td>
<td>Mark Higgins (Leader)</td>
<td>Scott Showalter (Leader)</td>
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<tr>
<td>Ken Bouyer</td>
<td>Bernard J. Milano</td>
<td>Holly Paul</td>
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<td>Jack Wilkerson</td>
<td>Larry Evans</td>
<td>Bill Travis</td>
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<td>Del DeVries</td>
<td>Ernie Almonte</td>
<td>Steve Young</td>
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<tr>
<td>Tracie Nobles</td>
<td>Karen Pincus</td>
<td>Carolyn Callahan</td>
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<td>Dan Deines</td>
<td>Harriet Maccracken</td>
<td>Martha Doran</td>
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<tr>
<td>Beth Rescigno</td>
<td>Jack Krogstad</td>
<td>Jan Williams</td>
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<tr>
<td>Madge Gregg</td>
<td>Robert Walker</td>
<td>Melanie Thompson</td>
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<td>Margarita Lenk</td>
<td>Owen Barwell</td>
<td>Dave Burritt</td>
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<tr>
<td>Cindy Cruz</td>
<td>Gregory Johnson</td>
<td>Paul Sobel</td>
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<tr>
<td>Mary Medley</td>
<td>Manny Espinoza</td>
<td>Kate Mooney</td>
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# Supply Chain Organizations

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<tbody>
<tr>
<td>Ernst &amp; Young</td>
<td>KPMG Foundation</td>
<td>PricewaterhouseCoopers</td>
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<td>Wake Forest University</td>
<td>Dixon-Hughes</td>
<td>Bailiwick Data Systems</td>
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<td>Belmont University</td>
<td>DiSanto, Priest &amp; Co.</td>
<td>CitiGroup</td>
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<td>Austin Comm. College</td>
<td>Univ. of Arkansas</td>
<td>Univ. of Memphis</td>
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<td>Kansas State Univ.</td>
<td>Arizona State Univ.</td>
<td>FSA</td>
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<td>DeVry University</td>
<td>Creighton University</td>
<td>AACSB</td>
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<td>National Business Education Association</td>
<td>Financial Executives International</td>
<td>NASBA</td>
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<td>Colorado State Univ.</td>
<td>Association of Government Accts.</td>
<td>Institute of Management Accountants</td>
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<td>Beta Alpha Psi</td>
<td>National Association of Black Accountants</td>
<td>Institute of Internal Auditors</td>
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<td>Colorado State Society</td>
<td>Assoc. of Latino Professionals in F&amp;A</td>
<td>Minnesota State Board</td>
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Overall Pathways Statistics

639 Years of Practice Experience
585 Years of Education Experience

Many people wear different hats (examples)

- **Ernie Almonte**, past AICPA chair, former Rhode Island Auditor General, now DiSanto, Priest & Co.
- **Jack Krogstad**, Creighton University, former Academic Fellow at the Office of the Chief Accountant
Proposed Timetable

- **First official Pathways meeting**, October, 15, 16, 17 (Washington D.C.)
- **Public Meeting**, February 26 (Atlanta)
- **Final Stage 1 Final recommendations completed**, November 2011.
- **Stage 2 development process begins**, December, 2011
Need Your Input

- Send your input via the Pathways Commission space:
  - http://pathwayscommission.org
- Or send your input to Bruce Behn (bbehn@utk.edu)