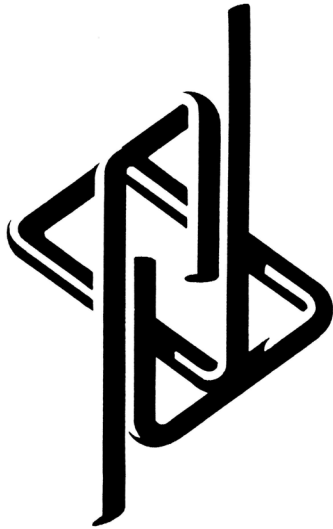


**The Canadian Academic
Accounting Association:
25 years of progress**



CAAA

Edited by
J. Efrim Boritz

2001

The Canadian Academic Accounting Association (CAAA):
25 years of progress

Edited by J. Efrim Boritz

Published June 2001

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L'Association canadienne des professeurs de comptabilité

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12 Donwoods Drive
Toronto, Ontario M4N 2G1
Canada

www.caaa.ca
admin@caaa.ca
(416) 486-5361 (voice)
(416) 486-6158 (fax)

History never looks like History when you are living through it. – John W. Gardner

To state the facts frankly is not to despair the future nor indict the past. The prudent heir takes careful inventory of his legacies and gives a faithful accounting to those whom he owes an obligation of trust. – John F. Kennedy

A people without history is like wind on the buffalo grass. – Native American Proverb

A generation which ignores history has no past and no future. – Robert Heinlein

History is a set of lies agreed upon. – Napoleon

History will be kind to me for I intend to write it. – Winston Churchill

The charm of history and its enigmatic lesson consist in the fact that, from age to age, nothing changes and yet everything is completely different. – Aldous Huxley

We learn from history that we do not learn from history. – G.W.F. Hegel

The very concept of history implies the scholar and the reader. Without a generation of civilized people to study history, to preserve its records, to absorb its lessons and relate them to its own problems, history, too, would lose its meaning. – George F. Kennan

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Preface

The Canadian Academic Accounting Association has no greater friend than Stephen Zeff. Like many of my contemporaries, I knew Stephen through his writings long before I met him in person. My then mentor, Al Rosen, introduced us in the summer of 1975 when Stephen was a visiting scholar in the national office of Clarkson Gordon. We exchanged a few words and I drifted away, awed by both the person and the thought that I worked for a firm that placed such a high value on scholarship. Suddenly, the accounting profession took on a grander lustre.

Over the years, as I made my way through the academic life that has been so good to so many of us, I would occasionally run into Stephen. With his magnificent memory he would take notice of me and chat. But one day, the chats took on a serious tone. We were at the 1999 AAA Conference in San Diego, and Stephen asked me what the CAAA was doing to preserve our history. A perfectly natural question to him — a bombshell to me. The truth was, we were doing nothing.

And he would not let me off the hook! He insisted that it was up to me to make sure that a history of the Association be written while the founders were still available. You see, Stephen cared about the CAAA and the personalities who built it. He treasured the Association's history and he wanted it preserved for posterity. Over the ensuing months, he would periodically send me e-mails asking what I was doing about this project, until I had no choice but to acquiesce. The result is this wonderful compendium of living history, an account that will be greatly valued by CAAA members and others.

During my service on the CAAA Board, I fretted over the role of the CAAA, given the globalization of business and accounting. How will we maintain our relevance to our members in the face of the AAA's globalization initiatives, the appeal of the EAA and IAAER, and the multiple memberships of many Canadian academics? I asked Stephen Zeff to address this issue and to provide his perspective on the role of national academic associations such as the CAAA. Stephen's article in this volume serves as an introduction to the history of the CAAA.

Alan Richardson took up the challenge to write a history of the Association, and responded with good humour as we made ever-greater demands on him. Alan has produced a comprehensive and interesting record of the founding and development of the CAAA during these past 25 years of progress.

Haim Falk contributed his recollections about four major junctions in CAR's early life, as well as photos of those early years when we were all much younger!

The past presidents provided mini-memoirs that add personal testimonials to the formal history written by Alan. However, some of them were reluctant to provide photos. A number of the past presidents also made financial contributions to help underwrite the publication of this book.

I would also like to acknowledge the editorial assistance of Stephen Jones, the typing and other administrative assistance of Ann Bisch, and the publication support of Bob Hanna and his crew at Brown Book Company. Thanks to Paul Granatstein and Vittoria Fortunato for their many and varied contributions to this effort.

Finally, I am indebted to the financial sponsors of this publication (listed on the following page) whose generous contributions made this book possible. I am particularly grateful to Brian Leader of the Institute of Chartered Accountants of Ontario who, without any prompting from me, mobilized the Institutes/Ordre of Chartered Accountants to support this project.

*J. Efrim Boritz
Waterloo
June 2001*

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The Multiple Roles of Academic Accounting Organizations

Stephen A. Zeff

During this era of the increasing globalization of enterprise, of capital markets, of professional accounting and auditing practices, and of research in our field, it might be thought that national or regional bodies of accounting academics no longer have a major role to play. I do not believe that to be so.

National or regional organizations of accounting academics exist in Canada, the United States, Mexico, Great Britain, Ireland, Europe, France, Spain, Southern Africa, Africa, India, Japan, Australia/New Zealand, Hong Kong, China, Taiwan, Korea, Asia, and elsewhere, and all of these bodies have played, and continue to play, important roles in their countries or regions.

They provide support and encouragement for affinity groups of members, whether defined by geography, line of research, or policy focus, to develop and flourish by issuing newsletters, holding meetings and, in some instances, even publishing their own journals. One sees this activity not only in the American Accounting Association (AAA) but also in the Canadian Academic Accounting Association (CAAA), the British Accounting Association (BAA), the Accounting Association of Australia and New Zealand (AAANZ), the Southern African Accounting Association (SAAA), and the Association Française de Comptabilité (AFC). In Japan, in addition to the Japan Accounting Association, nine separate associations exist to serve academics interested in specialized areas, such as history, international accounting, management accounting, and environmental accounting; they hold annual meetings and publish a journal or proceedings volume. An American-based special interest association, the Academy of Accounting Historians, publishes a journal and monographs and holds an annual research seminar as well as a research session at the time of the AAA annual meeting.

Academic associations publish their own journals, which have succeeded in invigorating the field. Seventeen years ago, CAAA launched *Contemporary Accounting Research (CAR)*, which has quickly risen to become one of the premier research journals in the field, rivaling even *The Accounting Review*, the oldest journal of the AAA. The annual *CAR* conference has become a fixture on the North American research calendar. CAAA's new bridging journal, *Canadian Accounting Perspectives*, is destined to become a valuable complement to the AAA's *Accounting Horizons*, and it will be a vehicle also for addressing uniquely Canadian issues. The European Accounting Association

(EAA) has filled an important void with its excellent journal, *The European Accounting Review*, which has done much to encourage the work of researchers in European countries who have lacked suitable outlets. The AAANZ has, for many years, published the fine journal, *Accounting & Finance*, and one of the early decisions of the AFC was to publish the first academic accounting research journal in the French language *Comptabilité - Contrôle - Audit*. In the British Isles, *The British Accounting Review*, published by the BAA, and *The Irish Accounting Review*, published by the Irish Accounting & Finance Association, have become important outlets for the scholarly research of their respective members as well as others. The same can be said for the *Indian Accounting Review*, published by the the Indian Accounting Association Research Foundation, and for the *SA Journal of Accounting Research* (formerly *De Ratione*), which is published by the SAAA in collaboration with two practitioner bodies. In Spain, one of the first acts of the recently organized Asociación Española de Profesores Universitarios de Contabilidad was to found the *Revista de Contabilidad* so as to provide another research journal, in addition to the already excellent *Revista Española de Financiación y Contabilidad*, to serve the more than 1,000 full-time accounting academics in Spain. I think there is no question that the journals published by the many academic accounting associations around the world have represented a contribution of inestimable value.

Several academic associations, including the AAA and the CAAA, have published research monographs, and the AAA has regularly published the reports of important committees. The AAA and CAAA have been among the academic bodies that fund research projects. Virtually all of the academic associations, including their sections, publish informative newsletters that serve to alert their members to a wide array of conferences and research and publication opportunities. That these academic associations are a vital clearinghouse of information cannot be gainsaid.

In addition, academic associations have come to play important roles in the policy-making sphere. The AAA has been a sponsor of the Financial Accounting Foundation, parent of the Financial Accounting Standards Board, since latter's inception in 1972. It names a representative to the Foundation's board of trustees, and it recommends an accounting academic to serve on the FASB. Since 1992, it has collaborated with the FASB in organizing the annual Financial Reporting Issues Conference. The AAA also was one of the sponsoring bodies of the National Commission on Fraudulent Financial Reporting, whose 1987 report (known as the Treadway Commission report) had a considerable impact. In 1991, the CAAA was selected as one of the five accounting bodies by the Canadian Institute of Chartered Accountants to appoint one member to its newly established Accounting Standards Board. In Europe,

the EAA has been one of the bodies invited to send delegates to the European Commission's Accounting Advisory Forum since the latter's establishment in 1990. In the UK, the BAA has made submissions in connection with the government's triennial Research Assessment Exercise and in regard to the assessment of the teaching of accounting. In South Africa, the SAAA is represented on the country's Accounting Principles Board. In Australia, with the founding of the Accounting Standards Review Board in 1984, the AAANZ has played a role in recommending the names of members of a succession of accounting standard-setting bodies. The AAANZ also speaks out on accounting education issues. There is no reason to believe that involvements such as these will not be sought from national and regional accounting associations in the future.

The AAA, BAA, EAA, and AAANZ all hold annual doctoral seminars at which invited faculty members make presentations to doctoral students and comment on their research proposals. The AAA (including several of its sections), CAAA, BAA, AAANZ and SAAA confer awards on accounting academics to recognize outstanding achievement.

The annual conferences or congresses of academic associations, including those of their sections, are a major meeting-ground for academics from the country or region and beyond. These are occasions at which academics present their papers and hear presentations by others. For many of those in attendance, such meetings are the only opportunity to obtain critical comment on their papers prior to submitting them to journals. Moreover, several academic associations provide time slots in their programs for continuing education sessions, at which academics can update their knowledge of a wide range of topics, including research methods, technical accounting and auditing developments, recent developments in information technology, and novel approaches to education.

All of these activities of national and regional academic associations--publications, annual meetings, special conferences and seminars, the bestowing of awards, and policy outreach--are important to the continuing development of the discipline and the profession. Globalization will not render any of these important activities less necessary than they have been in the past. The CAAA has had a hand in all of them, and it has performed a valuable service to Canadian academics, to the Canadian accounting profession, and to academics beyond Canada. I am confident that we will be able to say as much about the CAAA 25 years from now.

★ ★ ★

Origins of the Canadian Academic Accounting Association

A history to mark the twenty-fifth anniversary of incorporation¹

Alan J. Richardson
School of Business, Queen's University

Foreword

The Canadian Academic Accounting Association (CAAA) was incorporated on December 2, 1976. The year 2001 thus marks its silver anniversary, and this history commemorates that event. This account provides an opportunity for reflection, a chance to recognize those who have contributed to the CAAA over its life and to explore how the CAAA developed.² It is also an opportunity to recognize the persistent problems with which the organization has struggled and the attempts by many to deal with these problems. More than this, though, it is offered as part of our organizational memory and a reaffirmation of our identity as a community of accounting researchers and educators.

For purposes of exposition, the account is divided into three overlapping periods discussed in separate sections. The first section describes the origins of the CAAA spanning the years 1967-1984. This is the period in which the CAAA took its current form, emerging from experiments to represent Canadian accountants as a section of the American Accounting Association and as a division of the Administrative Sciences Association of Canada. The CAAA recruited its members from these associations, and designed its structure and programs based on the lessons learned in trying to serve the Canadian accounting community through these bodies. By the end of the period the CAAA had clearly established itself as an independent national professional association.

1 The author acknowledges the assistance of Vittoria Fortunato in assembling archival materials for this project; and the comments of CAAA past-presidents Efrim Boritz, Mike Gibbins, Irene Gordon, Dan McDonald, Al Rosen, and John Waterhouse on earlier drafts. Paul Granatstein, Stephen Zeff, and anonymous reviewers of the ASAC Business History Division provided additional comments. The author accepts full responsibility for the interpretations offered.

2 Appendix A provides a list of volunteers who have staffed various CAAA positions over the last twenty-five years. This list was assembled by Vittoria Fortunato and Efrim Boritz.

The second section describes the maturation of the CAAA from 1976 to 1994. This period represents the emergence of the major programs that continue to the present, including the annual CAAA conference, publication of *Contemporary Accounting Research (CAR)*, the *CAR* conference, and the research grants program. All of these programs require funding, and the period is also marked by the need to develop a stable financial base linked to a set of sustainable activities. This section identifies the perennial issues with which successive executives have had to contend, including the tensions between the relative emphasis on research and education issues, the relationship between academe and practice, and the desire to maintain international standards while serving a local market.

The final section concerns initiatives undertaken during the period 1994-2001. These projects, such as CAAA-net and the new CAAA journal *Canadian Accounting Perspectives*, are too recent to provide a full analysis of their consequences. Instead, this section focuses on the current concerns of the Association and the strategies that have been adopted. The account concludes with a discussion of the key themes of the CAAA's history.

I offer this history with no little trepidation. It is always dangerous to give an account of events when the people involved are still around to tell you what "really" happened. I present one interpretation of the events surrounding the origins and development of the CAAA to help us appreciate what we set out to do, what we have accomplished, and where we are going. In part this is simply an accounting to CAAA members of what those entrusted with the welfare of the organization have done. More than this, however, it is an attempt to reinforce our identity as a community, to provide a perspective on the course that we have set for ourselves, and to act as a tangible part of our organizational memory. Our history helps to understand how we have come to this juncture and the possibilities that open before us. While we should not let the past stand in the way of our future, it should at least provide some lessons about the experiments that we have tried, what has worked and what has failed.

Any history must be regarded as partial, incomplete, and biased. The main data for this particular history are the documents created by the CAAA as its official record of events. These records may be incomplete, certain voices may not have had an opportunity to be expressed, and intentional biases may have been introduced. I have attempted to triangulate on events where possible, and have asked for comments on my interpretations by some of the people who were there.

One of my intentions in writing this account is to identify common issues that have arisen over time. The nature of the discipline and practice of

accounting, the position of Canada in the world, and the structure of Canadian society create a set of issues that the CAAA has variously addressed, avoided, finessed, or deflected. The activities of the Association can best be understood by identifying the tensions inherent in the project that has been undertaken by the Association and its members.

Finally, this history is written as a starting point. The CAAA is a vibrant organization with far more lying ahead of it than lies behind. My aim is that this document might stimulate debate about the future and the policies and programs that will best serve the interests of members as we continue.

The Search for a Disciplinary and National Identity 1967-84³

The formation of the Canadian Academic Accounting Association (CAAA) in 1976 was a remarkable achievement. It was born in spite of the small numbers and vast geographic separation of members, and in spite of the related organizations that competed for members' volunteer efforts and allegiance. The CAAA emerged through a tangled web of affiliations and cross-appointments with other associations that tried unsuccessfully to assemble the resources and critical mass necessary to provide Canadian accountants with a focus for the development of their teaching and research interests. This section traces the origins of the CAAA through two precursor organizations: the Canadian Region of the American Accounting Association, and the Accounting and Management Information Systems Division of the Canadian Association of Administrative Sciences. These two bodies were crucial in creating the academic accounting community in Canada, but ultimately each failed to meet this community's needs. The people who founded the CAAA drew on the lessons of its predecessor organizations in identifying the services members wanted, the organizational structures that worked to deliver those services, and how to manage relationships with funding agencies and sponsors.

Antecedents of Academic Accounting Associations in Canada

The birth of an academic accounting community in Canada must be related to changes in the nature of business and accounting education. Prior to the 1960s, business education was primarily vocational rather than academic in content and mode of delivery (Moreland, 1977). Courses tended to focus on the procedural aspects of current practice, and business faculty members were most likely to have professional, rather than academic, qualifications. For example, in 1960, 12 percent of Canadian business academics had PhDs, compared with 43 percent of faculty members across the entire university system (Boothman, 2000:61). Although statistics are not available, this situation was likely even more pronounced among accounting faculty members.

This picture changed rapidly after two reports on business education were released in 1959. Gordon and Howell (1959) and Pierson (1959) were studies and critiques of business education commissioned by the Ford Foundation and

³ An earlier version of this section was presented as A.J. Richardson, "The Origins of the Canadian Academic Accounting Association: The search for a disciplinary and national identity, 1967-1984." ASAC Annual Conference, Business History Division, May 2001.

Carnegie Foundation respectively. The reports levelled scathing criticism at the quality of students entering business programs, the content of the curriculum, and the lack of qualified staff. Although these studies were based on the U.S. experience, the same concerns were relevant to Canada.

These criticisms came just as North American university business programs were to undergo an explosive growth phase to accommodate the post-World War II baby boom. In 1961 there were 7,066 undergraduate business students in Canada; by 1971 the baby boom had pushed this number to 22,053 (Boothman, 2000:50). Growth provides opportunities for change, and business schools were re-engineered during this period. Business studies were given a base of liberal education and business courses began to develop a theoretical approach. Business education was taking on academic respectability.

Perhaps the biggest change during this period was in the composition of faculty. Business schools began seeking out PhD-qualified faculty members, even encouraging current instructors to take time off for doctoral studies. Initially, Canadian students interested in pursuing doctoral studies had no choice but to go abroad. The University of Western Ontario began its doctoral program in business in 1961; the University of Toronto and the University of British Columbia began theirs in 1969. Prior to 1971 only six PhD degrees in business had been granted by Canadian universities (Boothman, 2000:50). Most of the PhD-qualified accounting faculty members during this time obtained their degrees from U.S. universities.

Concurrently with these changes in business schools, professional accounting education was also changing. W.A. Mackintosh, a former Principal of Queen's University, wrote a report for the Canadian Institute of Chartered Accountants (CICA) in 1966 recommending that Chartered Accountants have a university degree prior to completion of their training. The report generated much controversy (Creighton, 1984: 285-88). For example, a motion to adopt the degree requirement was voted down by the Ontario Institute of Chartered Accountants in 1967 but adopted in 1968. The plan was finally ratified by all provincial CA Institutes with a national implementation target of 1972. This decision meant that there would be higher demand for accounting education in universities, and that the universities and the accounting profession would have to work closer than ever before to provide prospective accountants with a complete educational experience.

Exhibit 1 Expo '67

World's Fairs have played an intriguing role in the history of the accounting profession. The St. Louis World's Fair in 1904 provided the setting for the first international meeting of accountants. In 1967 Canada played host to the World's Fair in the form of Expo '67 held in Montreal. Expo '67 coincided with the centennial of the birth of Canada as a nation and became a focus for nationalist sentiments. The centre piece of the Expo site was a giant geodesic dome designed by Buckminster Fuller. Ironically, this symbol of Canadian nationalism was the pavilion of the United States.



All of these events made it clear by the mid-1960s that accounting education in future would be based in universities, and that accounting academics would need to hold PhDs in their field. This change in the demographics of the academic community and the nature of accounting education impacted the associations that faculty members formed to reflect their needs and aspirations. The Canadian Academic Accounting Association, however, was not the first means used to address these issues. To understand the creation of the CAAA, we must wind our way through the Canadian Region of the American Accounting Association and through the Accounting and MIS Division of the Canadian Association of Administrative Studies (now the Administrative Sciences Association of Canada).

The Canadian Region of the American Accounting Association

Nationalistic sentiment created by the Centennial and Expo '67 was also reflected in academic circles. Thus it was in 1967 that the Canadian academic accounting community first formed an association to represent its interests. In true Canadian style, the group turned to the United States to provide the structure to organize Canadian academics and formed the Canadian Region of the American Accounting Association.

The American Accounting Association (AAA) dates from 1916. It is the United States national body that brings together accounting academics and practitioners with interests in education and research. The first regional group within the AAA was the Southeast region formed in 1949, followed by the creation of the Southwest region in 1957, the Northeast and Midwest regions in 1960, the Western region in 1966, and the mid-Atlantic region in 1975. Canada became an AAA region in 1967 and retained this affiliation until 1984 (Flesher, 1991: 61). Following AAA policy of the time, the chair of the regional Division would be named a Vice-president of the AAA.

A movement to create the Canadian Region was spearheaded by faculty at McGill University in Montreal (see Table 1). For five of the Region's first seven years, a McGill faculty member chaired this group. This was a period of great change and energy at McGill, which in 1963 opened its MBA Program. Two years later, the McGill Management Institute was formed to provide leadership in executive education. These changes culminated in the creation of the Faculty of Management in 1968, which brought together the School of Commerce and the Graduate School of Business. The new faculty members and resources that were available during this building process also benefited the Canadian accounting community.

Table 1
Chairs of the AAA Canadian Region, Accounting & MIS Division
and CAAA

Year	Annual Meeting Location	AAA Canadian Region VP	ASAC Accounting and Information Systems Division Chair	CAAA President
1966		Region formed 1967		
1967	Carleton	K.F. Byrd (McGill)		
1968	Calgary	K.F. Byrd (McGill)		
1969	York	K.F. Byrd (McGill)		
1970	Manitoba	C. Schandl (Dalhousie)		
1971	Memorial	B. Burke (UBC)		
1972	McGill	B.R.Howson (McGill)		
1973	Queen's	R.G. Laybourn (McGill)	Division formed 1974	
1974	Toronto	B.Hicks (Western)	B.Hicks (Western)	
1975	Alberta	L.G. Eckel (McMaster)	L.G. Eckel (McMaster)	
1976	Laval	L.G. Eckel (McMaster)	D.L. McDonald (Simon Fraser)	CAAA formed 1976
1977	New Brunswick	D.L. McDonald (Simon Fraser)	L.S. (Al) Rosen (York)	D.L. McDonald (Simon Fraser)
1978	Western	L.S. (Al) Rosen (York)	John Waterhouse (Alberta)	L.S. (Al) Rosen (York)
1979	Saskatchewan	John Waterhouse (Alberta)	John Brennan (Saskatchewan)	L.S. (Al) Rosen (York)
1980	UQAM	D. Blazouske (Manitoba)	Division discontinued	John Waterhouse (Alberta)
1981	Dalhousie	A.K. Mason (DHS*)		D. Blazouske (Manitoba)
1982	Ottawa	W.J. Brennan (Saskatchewan)		A.K. Mason (DHS*)
1983	UBC	G. Chevalier (TRCFH**)		W.J. Brennan (Saskatchewan)
1984	Guelph	M.Gibbins (UBC)		G. Chevalier (TRCFH**)
1985	UQAM	Region dissolved 1984		M.Gibbins (Alberta)

*Deloitte, Haskins & Sells **Touche Ross/Charette, Fortier, Hawey

The affiliation of Canadian academics with the AAA made eminent sense. Most of the accountants in Canada with doctoral training had done their graduate work in the U.S. They were, therefore, familiar with the AAA and accustomed to using this peer group to benchmark their performance. Most would have become members of the AAA during their doctoral studies. The AAA was also well established with the resources and legitimacy to support the development of an academic accounting community in Canada.

Kenneth Byrd of McGill served as the first chair of the Canadian Region. Byrd served for three years, largely, it appears, because the Region failed to meet AAA deadlines for nominating new officers for election (Flesher, 1991:22). The only activity of the Canadian Region was to hold an annual conference to showcase Canadian research and allow Canadian accounting academics an opportunity to socialize. These conferences typically attracted fewer than fifty people. By the standards of the AAA this turnout was too small to achieve economies of scale. The AAA executive began to feel that the Canadian Region was geographically intractable. Most Canadian academics would be closer to an U.S. regional association than they were to each other. It was felt that this made Canadian Region annual meetings too expensive for most members to attend and hence, ultimately, untenable. The AAA experience with the Canadian Region set the tone for other international experiments.

A British region was recommended in 1981 Paul Gerhardt nixed that idea His thinking may have been influenced by the fact that the Canadian Region, with more than 300 members, was at that time having major problems and was about to be abolished (Flesher, 1991:96).

The logic of geography, however, has never stood in the way of Canadian nationalism. Canadian politicians and business people have always realized there are reasons for a strong north-south orientation to business, transportation networks, and political allegiances. But at the same time, historical and institutional barriers impede successful North-South integration, such as Canada's use of a constitutional monarchy as the basis for government and the entrenchment of official bilingualism (Lipset, 1990). These differences in values, cultures, and history represent formidable obstacles to replacing a Canadian association with a series of regional affiliations.

The Canadian Region operated on a small budget provided by the AAA out of member dues. Each region received \$0.50 per member or \$500 per year, whichever was greater, plus a \$1 bonus for each new member added in a given year. In the case of the Canadian Region, the AAA provided \$500 per year (about \$2,300 in 2001 dollars); membership in the Region was about 300

people. This budget was quickly spent. The Region awarded \$200 for the best paper presented at its annual conference, and spent \$200 on publication of the proceedings and the remainder on postage and administrative costs. In 1977 the AAA reduced this support to \$0.25 per member or \$250. The Canadian Region responded by discontinuing the money attached to the best paper award.

The Region had aspirations beyond its budget that began to conflict with AAA policy regarding the activities of subunits of the Association (i.e., regions, sections, special interest groups etc.). For example, the AAA banned regions from collecting their own dues or publishing a journal (although sections could levy independent fees and publish a section journal). The AAA also banned regions from engaging in fundraising except for small amounts (less than \$500). The AAA's policies on regions may have worked well in a domestic context, but the existence of the Canadian Region added an additional level of complexity to policy making. These issues were clearly on the minds of the Canadian Region's executive members. Don Skadden, President-elect of the AAA, was to address the Canadian Region at its annual meeting in Quebec in June 1976. Dan McDonald, the Canadian Region's program Chair, wrote to him suggesting some topics for his speech. These included:

. . . . nationalism and/or internationalism in academic organizations. Which dominates in the AAA? Which should dominate in the Canadian Region of the AAA? nationalism and/or internationalism in academic journals. Which dominates in the Accounting Review? the role of "regions" in the AAA the need for regional journals in accounting (McDonald, 1976).

These policies were apparently causing problems in other AAA subunits at about this time, and in 1976 a subcommittee on regions and sections was struck. The subcommittee reported in 1978, essentially reaffirming the Association's previous policies but allowing regions and sections to publish their own journals (AAA minutes March 23-24, 1978, Atlanta, Georgia). This concession, however, came too late to stop the momentum of the CAAA.

As will be described below, the CAAA was formed to overcome specific limitations of AAA policies on regions. It was intended as an organizational entity that could raise funds through memberships and donations to support a broad array of education and research activities. Gradually, however, the CAAA began to take over and expand the activities of the Canadian Region until it was seen as the focal point for Canadian accounting academics. In February 1984 the CAAA decided to formally dissolve the Canadian Region of the American Accounting Association although it had not really functioned for several years

previously. The AAA accepted this recommendation and officially terminated the Canadian Region at its August 1984 meeting (Flesher, 1991: 23). Two years later the CAAA joined the AAA as one of seven “associate organizations” – a category reflecting its status as an independent academic association (Newsletter February 1986).

The Accounting and MIS Division of the Canadian Association of Administrative Sciences

The Administrative Sciences Association of Canada (ASAC), as it is now called, is the professional body representing management professors in Canada. This body was proposed in 1954 by the Deans of the Universities of Alberta, British Columbia, Montreal (HEC), Saskatchewan, and McGill as a means to raise the profile and reputation of business schools and faculty members. It took form in 1957 as the Association of Canadian Schools of Commerce and Business Administration (ACSCBA). Annual meetings of the Association, held in conjunction with the Congress of Learned Societies, were to be a forum for management research. In practice, few research papers were presented and the main agenda was discussion of administrative and financial issues (Austin, 2000:268).

The Congress of Learned Societies is a meeting of all the major academic associations in Canada. The “Learneds,” as they are colloquially called, provide common events and a single bureaucracy to handle registration, room reservations, accommodations, and food services. Beyond these mundane services, the Learneds also added an air of legitimacy to the ACSCBA. Business education has traditionally been regarded as vocational rather than academic. By tying the ACSCBA conference to the Learneds, the Deans were asserting their legitimate place in the academic community.

Throughout the 1960s, the Association debated the direction of management schools in Canada. Supported by the Carnegie and Ford Foundation reports on business education in the United States, it recommitted itself to the promotion of management research. In 1963 the Association was renamed the Association of Canadian Schools of Business (ACSB). The Association’s renewed vision saw it as a vehicle for faculty development rather than development of the Schools *per se*. As a consequence, faculty members began taking a more prominent role in the organization and the Deans receded into the background. Finally, in 1969 the Deans struck out on their own to form the Canadian Federation of Deans of Management and Administrative Sciences.

At the Congress of Learned Societies in 1972, the Association presented a slate of research papers organized by management discipline for the first time

(e.g., marketing, operations management etc.). This structure was an explicit mimicry of the Academy of Management in the United States (Austin, 2000: 275). Five papers in accounting and information systems were presented at this conference. In 1973 ACSB was renamed the Canadian Association of Administrative Sciences. The conference structure used in 1972 also became the organization's structure, and an Accounting and Management Information Systems (MIS) Division was created. The new Association became a member of the federal government's Social Science Research Council (now known as the Social Sciences and Humanities Research Council of Canada, SSHRC), which allowed management scholars to have access to federal research funds. Unlike the AAA Canadian Region, which included practitioners and academics, this Division would be solely composed of academics.

Given the relatively small size of the Canadian academic accounting community and the lack of travel funds, faculty members found it difficult to support both the AAA Canadian Region and ACSB. To solve this problem, the AAA Region began meeting the day before the ACSB's meetings. This allowed members to economize on travel expenses and also opened the possibility of interdisciplinary participation in the Region's program. Members of the Accounting and MIS Division also had access to travel funds from the Canada Council (Crandall, 1973). By taking out membership in the Accounting and MIS Division, academics were provided with financial support allowing them to participate in the Canadian Region and the Division.

In 1974 Barry Hicks became chair of the AAA Canadian Region *and* the Accounting and MIS Division of the CAAS. For the next four years, the Canadian Region and the Accounting and Information Systems Division of CAAS met jointly. In 1975 it was decided that the workload on the Canadian Region Vice-president was becoming too onerous and a Vice President-elect position was created. The VP-elect would also serve as program chair for the annual meeting of the Region and the Accounting and MIS Division of the CAAS. The change in operating structure was achieved by having Len Eckel serve two years as Canadian Region Vice-president and having Dan McDonald become Vice President-elect and conference chair. The following year, this logic was extended to create a three-year ladder to the VP position. The first year the nominee would serve as program chair (and hence chair of the Division). The second year the nominee would be VP-elect of the Region. Finally, in the third year the nominee would assume leadership of the region.

The relationship between these two bodies was a matter of considerable confusion. L.S. (AI) Rosen was appointed program chair for the 1977 Canadian Region annual conference. He wrote to Dan McDonald, VP of the Canadian Region, asking:

Is this correct: I am both Canadian Region of the AAA and Accounting and MIS Division of CAAS program Chair in 1977??? (Emphases in the original).

Unfortunately Dan McDonald was equally uncertain and wrote to the CAAS, noting that:

[T]he joint arrangement between CAAS Accounting and MIS Division and the Canadian Region of the AAA continues to confuse me.

Ultimately it was decided that the Canadian Region would organize the conference program for the Accounting and MIS Division, and the Division would exist in name only as a co-ordinating mechanism within the CAAS.

This arrangement continued until 1979, when the fiction of the Accounting and MIS Division was abandoned in favour of simply holding the CAAA conference at the same time as the ASAC conference. In 1986 ASAC separated from the Learned Societies Conference. The CAAA decided to stay with the Learned Societies until 1996. ASAC and the CAAA were briefly reunited between 1996 and 1998 when they coordinated conference schedules; the CAAA now holds its conferences independently.

The CAAA learned a great deal from its relationship with ASAC. In particular, the CAAA learned how to manage the relationship between the Association and federal funding agencies. As a result of this experience the CAAA would successfully secure SSHRC funding for several of its initiatives during the 1980s. As will be discussed below, this relationship also provided the push that was needed to finally launch the journal that had been part of the CAAA agenda from the outset.

The Canadian Academic Accounting Association

In 1975-76 circumstances were aligning that encouraged and enabled the creation of a new Canadian accounting association. The AAA Canadian Region executive was discussing the possibility of a Canadian journal, and was searching for ways both to proactively support accounting education and research and to expand the number of Canadian accounting faculty members with doctoral degrees (see, for example, the Canadian Region of the AAA Newsletter, October 1976). These aspirations were thwarted by the AAA's desire to maintain a centralized governance structure and protect the AAA imprimatur on publications. If the Canadian Region was to act on these ambitions, it would have to come to a new accommodation with the AAA and

also realign its relationship with the CAAS. Fortunately, Canadian accountants were prominent in the executives of both these bodies at this time: Bob Crandall of Queen's University was serving as President of the CAAS and Ross Skinner of Clarkson Gordon was an AAA Vice-president.

In addition the Clarkson Gordon Foundation, created in 1975 to mark J.R.M. Wilson's retirement from Clarkson Gordon in 1973, was set up to "promote interest in and the study of accountancy in all its branches and related disciplines" (MacKenzie, 1989:119). The first event sponsored by the Foundation was a symposium on financial accounting issues that brought academics and practitioners together for three days at York University. Wilson, who died suddenly on July 16, 1976, had actively encouraged the AAA Canadian Region to take a broader role in the development of accountancy in Canada. The final factor that tipped the balance toward creating a new organization was a generous offer by Deloitte Haskins & Sells through Howard Lyons.

Deloitte Haskins & Sells offered to provide the Canadian Region with \$2,000 to assist Canadian PhD students to participate in the Region's annual conference (Lyons, 1976). The funds would be undesignated, allowing the Region flexibility in designing programs. Dan McDonald wrote to Howard Lyons requesting a year's delay in receiving this donation (McDonald, 1976b). Two problems arose: first, the donation would violate AAA policy on fundraising by a region; second, the Region did not have a legal entity that could receive, accumulate, and disburse funds over an extended period (McDonald, 1976c).

At the Canadian Region executive meeting held on July 25, 1976, McDonald laid out the alternatives being considered:

1. incorporate the Canadian region;
2. have the CAAS incorporate and act as banker for the Canadian Region;
3. incorporate the Accounting and MIS Division of the CAAS;
4. incorporate a new organization to be called the Canadian Accounting Association.

The first option was seen as requiring approval of the AAA; given existing policies, such approval was unlikely. The AAA was very clear that it regarded incorporation of subunits as compromising the unity of the Association. The second option required the small Accounting and MIS Division of the CAAS to move an entire association, and was rejected. The third option may have been regarded by academics in other management disciplines as an attempt to break up the CAAS and was rejected. McDonald had explored options two and three

with the CAAS during the summer of 1976 (see McDonald, 1976d). The fourth option was seen as the most viable alternative.

The executive pursued options one and four simultaneously. L.S. (Al) Rosen began exploring the legal issues involved in incorporating a charitable organization while McDonald took the case for incorporation of the Canadian Region to the AAA meetings (Rosen, 1976a; McDonald, 1976c; Horngren, 1976). At the August AAA executive meetings the following motion was passed:

The executive committee recognizes that a special situation exists in connection with the AAA Canadian Regional group and, therefore, authorizes incorporation of the Canadian Region as a tax-exempt Canadian corporation. (Moved: Charles Horngren; Seconded: Robert Anthony)

Although the AAA had waived its policies to allow the Region to incorporate, the Region received advice that Canadian tax-exempt charitable status would probably not be given to a body that was explicitly a branch of a U.S.-based association (Rosen, 1976b). An independent Canadian association would have to fill this role. This returned the executive to their fourth option.

The Canadian Region had already approved the creation of a charitable foundation with Len Eckel, Harvey Mann, Al Rosen, and Dan McDonald serving as trustees – they were at the time past-VP, Secretary, Program Chair and VP respectively of the Canadian Region (Canadian Region Minutes July 23, 1976). At the risk of a bad pun, these are the four fathers of the CAAA. Rosen took the lead role in seeking incorporation for the new charitable organization. The Clarkson Gordon Foundation provided funding for the legal requirements of incorporation.

The original and preferred name for the CAAA was the “Canadian Accounting Association.” It was meant to mirror the name of the AAA and to reflect the organization’s intent to include both academic and practitioner members. The word “academic” was inserted at the insistence of officials at the federal Department of Corporate and Consumer Affairs to ensure that the Association would not be seen as a professional (certifying) body (Minutes June 7, 1977).⁴ Incorporation was granted on December 2, 1976. A copy of the Letters Patent is attached as Exhibit 2.

⁴ Where the reference to “Minutes” is not qualified, they are the Minutes of the CAAA.

Exhibit 2
Letters Patent of the CAAA



Consumer and
Corporate Affairs
Canada
Corporations Act

Consommation et
Corporations
Loi canadienne
sur les corporations

C A N A D A

LETTERS PATENT

WHEREAS an application has been filed to incorporate a corporation under the name ~~corporate and politic~~

THE CANADIAN ACADEMIC ACCOUNTING ASSOCIATION

THEREFORE the Minister of Consumer and Corporate Affairs, by virtue of the powers vested in him by the Canada Corporations Act, constitutes the applicants and such persons as may hereafter become members in the corporation hereby created, a body corporate and politic in accordance with the provisions of the said Act. A copy of the said application is attached hereto and forms part hereof.

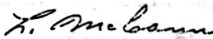
Date of Letters Patent - December 2, 1976.

GIVEN under the seal of office of the Minister of Consumer and Corporate Affairs.




for the Minister of Consumer
and Corporate Affairs.

RECORDED 30th December, 1976
Film 413 Document 59


Deputy Registrar General of Canada

On January 3, 1977, immediately after the CAAA was incorporated, the directors met at the home of Al Rosen and elected/appointed themselves to executive positions: Dan McDonald, President; Al Rosen, Secretary-Treasurer; and Harvey Mann, Vice-president. These appointments would serve to carry the organization into the first meeting of members. McDonald would continue to head the Canadian Region, while Rosen would take the lead in developing the new organization.

The CAAA was formally launched at the joint annual meeting of the Canadian Region/Accounting and MIS Division in the spring of 1977. All members of these two groups were recognized as voting members of the nascent CAAA, and a slate of nominees for office was put forward. The proposed structure would create a new position of CAAA President; all other positions would be expansions of existing roles. The Vice-president of the Canadian Region would also be Vice-president of the CAAA. The program chair of the Canadian Region and the Accounting and MIS Division would now also be the program chair for the CAAA. Finally, the Secretary-Treasurer of the CAAA would also be the Secretary-Treasurer of the Canadian Region (Canadian Region of the AAA Newsletter, April 1977).

At this meeting the first elected directors took office: Al Rosen, Dan McDonald, John Waterhouse, and Harvey Mann. The meeting also approved the collection of dues from members and created a committee structure to carry out the Association's work. The committees formed are an indication of the intended activities of the new organization:

Policies, Procedures and Structure	Dan McDonald
Data Base	Al Dexter
Newsletter	John Waterhouse
Journal	John Butterworth
Research Liaison	Barry Hicks
Fellowships	Henry Kennedy
Fund Raising	L.S. (Al) Rosen
Membership	Al Prentice
Manuscript Award	Dan McDonald
Comments on CICA Exposure Drafts	L.S. (Al) Rosen
CAAA Research	Ross Archibald

It is interesting to compare this list of activities with the limited vision of the role of the CAAA that the Canadian Region executive had initially advanced. The Minutes state that:

We envision that this new body would act as banker for both the Canadian Region of the AAA and the Accounting-MIS Division of the CAAS. The program of activities would not be materially altered as a result of this new entity except to the extent that it helps provide more money to carry on an expanded set of activities. (AAA Canadian Region Minutes July 23, 1976)

This vision was abandoned in the process of forming the CAAA. In its moment of creation it had become a dynamic force within the Canadian accounting community.

The CAAA's newly-elected directors met following the meeting and assigned executive positions: Rosen, President; McDonald, Vice-president; Waterhouse, Program Chair; Mann, Secretary-Treasurer. It is a slight anomaly that the CAAA's L.S. Rosen Outstanding Educator Award is dedicated to the "the founding President of the Canadian Academic Accounting Association." Rosen was actually the second President, but without question he played the key role in bringing the Association into being and was the first president elected by the members. At the CAAA's first meeting, the group endorsed the previous actions of the directors and moved "that a hearty vote of thanks be tendered to Al Rosen for his untiring efforts and work on behalf of the Association."

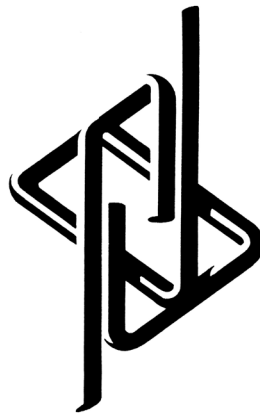
The CAAA was originally conceived as a fundraising body. Even before it was formally constituted as a member organization, fundraising activities were underway. Rosen argued that the CAAA needed a capital endowment that would provide stable funding for the development of accounting education and research in Canada. With the advice of J.R.M. Wilson and assistance of Ross Skinner and Howard Lyons, Rosen began approaching the large accounting firms in Toronto and several of the federal government departments in Ottawa. By the first meeting of members, \$20,000 had been raised. Within three years (many of the donations were multi-year commitments), almost \$100,000 had been contributed to the endowment fund.

From the way the CAAA was structured and the enthusiasm of its first meeting, it was evidently seen as more than simply the fundraising arm of the AAA's Canadian Region. The CAAA was taking on all the functions of a learned society. Before too long it began absorbing the previous roles of the Region. For example, in 1978 the CAAA took over awarding the Outstanding Paper Award at the annual conference (the last AAA Canadian Region Outstanding Paper Award was presented to R.L. Daft and N.B. Macintosh for "A new direction in behavioural accounting"). In 1979 all of the funds held by the Region were transferred to the CAAA (AAA Canadian Region Minutes May

28, 1979). The Region had become a vestigial body, soon to wither away and be discarded.

The 1980s saw the solidification of the CAAA's role and organizational capabilities. It was a period in which the niceties of organizational identity could be attended to. For example, in 1980 the CAAA adopted a logo to adorn its publications and letterhead. The design by Everett Hilkes looks at first glance like a paper clip (see Exhibit 3), but closer examination shows that it includes stylized letters spelling out the Association's abbreviated name in both French and English. In 1982 a permanent secretariate for the Association was approved, and the following year Barbara Jaeger was appointed to the role. The University of Toronto provided space for CAAA offices at its Erindale Campus.

**Exhibit 3
CAAA Logo**



The year 1981 was pivotal in the life of the Association. The CAAA began to consider rationalizing its relationship with the AAA and ASAC. A committee consisting of David Blazouske, John Brennan, and Len Brooks was formed to examine this relationship (Minutes February 28, 1981). The basic premise of the discussions was that the CAAA was “independent and equal” in its dealings with other associations. In discussions it arose that ASAC was considering creating its own journal, and CAAA contemplated joining ASAC in that project (Minutes November 21, 1981). This plan was quickly abandoned in favour of

CAAA creating its own journal (Minutes February 19, 1982), and a year later Haim Falk was appointed as founding editor (Minutes February 12, 1983). The trademark registered for the journal on October 31, 1984 lists its name as *Contemporary Accounting Review*. *Contemporary Accounting Research* began publication in the fall of 1984 (note the slight change in name between trademarking the title and the first issue).

When ASAC launched its journal, the *Canadian Journal of Administrative Sciences*, also in 1984, no accountants appeared on its editorial board. Although accounting academics (including John Butterworth, Haim Falk, Alan Richardson, Dan Thornton, and Daniel Zéghal) published in the journal in its first few years, the lack of accountants on the board continued until Bill Scott was appointed in 1986. In 1988 the journal was reorganized with subject specific editorial panels but accounting was again not included. An accounting editorial panel finally appears in the journal in 1992 (consisting of Gordon Richardson, Peter Clarkson, Daniel Coulombe, and Dan Thornton), but there is no such division in ASAC, which has apparently ceded the accounting domain to the CAAA.

Discussions with the AAA revolved around the upcoming AAA Conference in Toronto to be held in 1984. Although the event was on Canadian soil, the CAAA would have no special role, because it was simply a region within the AAA, and regions were not involved in planning or implementing “national” events. The CAAA executive considered leaving the Learned Societies Conference for the year that the AAA was in Canada so that its annual conference could be held in conjunction with the AAA event, but this idea was rejected. It became increasingly apparent that the Canadian Region was an anomaly within the AAA’s structure and that the CAAA was not recognized by the U.S. body as “independent and equal.” The solution was to wind up the Canadian Region of the AAA and let the CAAA follow its own destiny.

The CAAA executive passed the following motion:

That the CAAA supports the appropriate and timely disbanding of the Canadian Region of the AAA and its replacement with a liaison-type arrangement (Minutes February 10, 1984).

Michael Gibbins, as President-elect, was given the task of negotiating the change in the CAAA’s relationship with the AAA. The AAA officially accepted the closure of the Canadian Region at its August executive meeting held in conjunction with the Toronto conference. Liaison between the two Associations

continues. It has become a tradition that the AAA President-elect addresses the CAAA annual general meeting each year.

By 1984 the CAAA had come of age. This achievement was signalled by the appointment of Gilles Chevalier as the first francophone President of the Association. In his Presidential Report (Annual Meeting May 31, 1984), Chevalier noted that the CAAA had a membership of 580. This included practitioners, institutions, and academics from all parts of Canada. The CAAA had severed its connection with the AAA, and had established an independent and equal relationship with ASAC. The CAAA was now an independent national learned society.



Putting Principles into Practice: The Development of Programs 1977-95

In order to accomplish its mission, the CAAA needed to build its membership among the Canadian accounting community, raise funds to support its activities, and develop a portfolio of programs that reflected its members' needs and aspirations. Several of these programs were continuations of activities initiated by the AAA Canadian Region, such as the annual conference and the publication of a newsletter. Other programs, such as the research grants program and the publication of a journal, were initiated only after the policy constraints of the AAA were removed and the CAAA began operating independently. In this section I examine each of the CAAA's major programs in turn.

Membership

The CAAA is open to membership by anyone with an interest in accounting education and research, where "accounting" is broadly defined to include financial accounting, managerial accounting, auditing, taxation, and financial management. The list of areas that the CAAA regards as part of its domain has grown as the profession has expanded its reach. Within this broad domain, the core target membership is accounting academics in universities and community colleges, and those accounting practitioners directly involved in education and research within either professional associations, accounting firms, government or the private sector. The separation of the CAAA from the AAA suggests that the core market is also limited to Canada, although there have always been CAAA members from outside Canada.

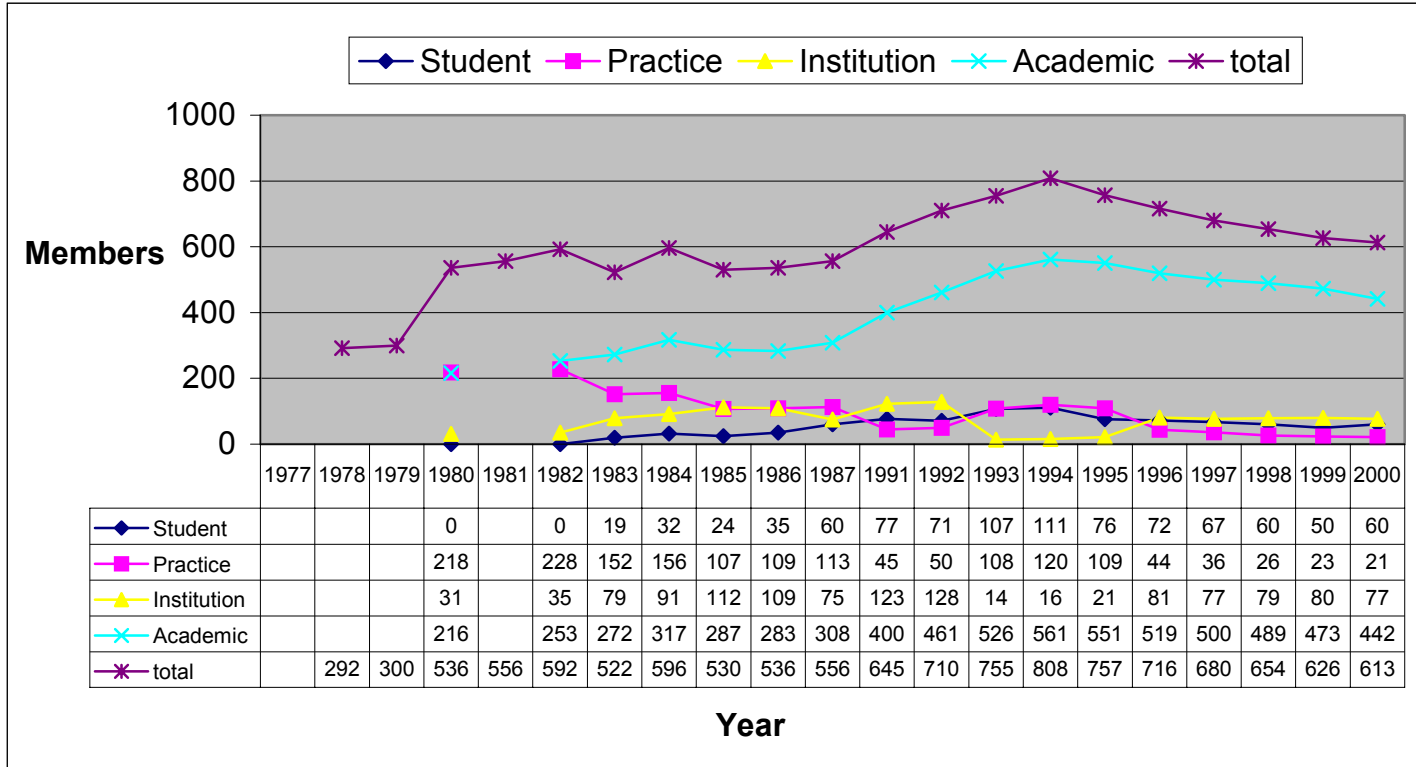
Given this definition of the Association's market, the pool of potential members consists of the roughly 1,000 accounting academics in universities and community colleges plus some proportion of the 100,000 professional accountants across Canada. Among the practitioner community it is reasonable to focus on those people involved in education, training, and research. It is difficult to estimate the size of this group but I assume it numbers roughly 500. To this may be added institutions outside of Canada, primarily libraries that may be interested in CAAA publications, and the more cosmopolitan members of the non-Canadian academic community. This group may add a further 500 potential members. Based on these assumptions, a conservative estimate puts CAAA's potential membership at about 2,000.

Figure 1 provides an overview of the CAAA's membership history. Membership data is unavailable for the first few years of the Association's existence and remains sketchy through 1982. A memo from Paul Gerhardt of the AAA to the Regional Vice-presidents in 1977 estimated the size of the Canadian Region to have been between 300 and 400 members, but the degree of overlap between membership in the Canadian Region of the AAA and the CAAA is unclear.

The first membership list was produced in 1979 but it proved unreliable. Alex Milburn, as CAAA Secretary, began maintaining accurate membership records in 1981. In 1982 Nadi Chlalal produced the first membership report, which was significant in identifying weaknesses in recruiting within specific market segments. For example, it showed that Alberta and Atlantic Canada were under-represented. Records since that time track membership by four major categories: student, practitioner, institution, and academic. A membership directory was first produced in 1985. In 1993 the Association also began cross-tabulating the results by geographic region (Canada, U.S., and international) but these data are not reported here.

Total membership in the CAAA peaked in the mid-1990s at 808 and has been steadily declining to 613 for the year 2000. Two trends are notable in the data. First, there is a core membership among Canadian university accounting professors. Howard Teall (Minutes August 1994) calculated, based on the *Prentice-Hall Accounting Faculty Directory* compiled by James R. Hasselback, that CAAA membership includes between 50 and 60 percent of university accounting faculty in Canada (this is also consistent with 1985 data reported by Scott, 1986). This group of roughly 300 to 400 people form the bedrock of the Association. Second, the level of membership beyond this core group has been highly variable. This variability can be attributed to the level of activity of the membership committee and the specific programs offered by the Association. For example, the peak during the early 1990s is related to work by the membership and education committees during this period. Keith Scott, as chair of the membership committee, worked to encourage practitioner membership, tracked lapsed memberships (i.e., non-renewals), and encouraged new student members. Tony Dimnik, as chair of the education committee, developed an active program of education events including regional workshops, national conferences, and professional development days. These activities increased member retention and brought in new members.

Figure 1 CAAA Membership



N.B. the “total” number may not reconcile with the other categories due to members whose affiliation could not be determined. Years for which no information could be located have been excluded.

The practitioner community has always been the most difficult for the CAAA to recruit and retain as members. The first CAAA executive in 1977 attempted to engage this group by creating an advisory committee consisting of Gilles Chevalier (Touche Ross), Robert Gayton (Peat Marwick Mitchell), Alister Mason (Deloitte Haskins & Sells), and Alex Milburn (Clarkson Gordon). All these people would eventually hold executive positions within the Association and were the first of many practitioners to become involved with it. Others in the formative years included William Bradshaw (Auditor General's Office), Kenneth Gunning (Thorne Riddell), Ray Harris (Deloitte Haskins & Sells), Bill Langdon (SMAC), Howard Lyons (Deloitte Haskins & Sells), and Ross Skinner (Clarkson Gordon).

In the early days of the Association, practitioners were a significant proportion of the total membership. The earliest records available suggest that practitioners accounted for about 50 percent of the total membership in the early 1980s. Since the "total membership" includes institutional members, this implies there were more practitioner members than academic members during this period. This proportion has been in steady decline, such that today practitioners account for about three percent of members.

This change may be attributed to several factors. First, the nature of accounting practice has changed dramatically over the last twenty years. Issues of concern to practice have shifted away from traditional concerns of accounting research; the demand for new recruits from accounting programs has declined; and the returns to practice no longer allow a substantial investment of people and money in academic research and educational development. The AAA monograph *Accounting Education: Charting the Course Through a Perilous Future* (Albrecht and Sack 2000), provides an extended discussion of these issues.

Second, CAAA provides few services of direct value to the practitioner community. For example, on several occasions the professional bodies that fund CAAA publications and research programs have raised concerns about the lack of immediate relevance of this work to practice. The loss of practitioner members is not unique to the CAAA. The AAA has been facing the same issue for some time (Flesher, 1991:181). The AAA has tried to handle it through committees to address the "schism" between academics and practitioners, and introduced a new journal, *Accounting Horizons*, in 1987 intended to bridge the gap between academic research and practice. Unfortunately, these initiatives have not slowed the exit of practitioner members from the AAA; the CAAA has also been unable to identify appropriate counter measures.

The CAAA recognized this problem explicitly and in 1993-94 struck a task force on relations between academe and business, chaired by Jean-Guy Rousseau (Newsletter August 1993). The executive discussed the issues for two years before finally deciding to take no action. It was felt that the established liaison committees linking the CAAA and the three national professional associations should be the focus of discussions (refer to Appendix 1E for the membership of these committees). The relevance of the CAAA's programs to practice, however, continues to be raised as an issue by members and the professions.

The category of student member was added in 1981 (Minutes February 1981). CAAA's student membership consists primarily of Masters and PhD students in accounting, the next generation of accounting educators and researchers. The CAAA has recognized it has a role to play in ensuring a supply of PhD-qualified accounting academics in Canada. It has attempted to fulfil it by working to advance the working conditions of academic accountants and to encourage students to consider academic accounting as a career.

In the early years the CAAA's role in promoting accounting faculty was enacted through its relationship with the Canadian Federation of Deans of Schools of Management. The Deans were seen as the most influential group in ensuring that the unique needs of accounting academics were recognized. For example, accounting academics are more likely than other business academics to also be certified professionals. In order to maintain their professional status, these academics must continue to pay professional fees and engage in professional development. CAAA lobbied the Deans to ensure that their members had the resources to maintain their professional status, and that the Deans understood the additional demands upon accounting academics.

In 1983 CAAA began addressing more directly the problem of ensuring a supply of qualified accounting academics. The Association produced a brochure entitled "You and University Accounting Education" to highlight the "problems and opportunities facing accounting education in Canada" (Newsletter August 1983). Over 4,000 of these brochures were distributed to accounting students in Canadian business schools. In 1986 Bill Scott was commissioned to study the supply and demand of accounting PhDs in Canada. His report, published as a Supplement to the Newsletter (Scott, 1986), detailed the likely shortfall of accounting PhDs to staff business schools. The report generated much activity, including the production of promotional materials described below, and a personal letter from the CAAA President to the top graduates of professional programs, encouraging them to consider a career in accounting education (Newsletter April 1987).

A brochure titled “Have You Considered a Career as an Accounting Professor?” was published in 1988 (Newsletter February 1988). It invited senior undergraduate students to contact CAAA for information about the path to an academic career – but unfortunately the Association had nothing to provide! The following year CAAA produced a brochure on accounting Masters and PhD programs in Canada (Minutes March 1989). This was followed by a series of workshops to introduce students to academic accounting research (see below under ‘Workshops’). In spite of these efforts, student membership in CAAA has remained very low. In more recent years, the demand for an accounting PhD has decreased and with it the supply of potential student members. The need for the current generation of accounting academics to ensure their replacement remains a pressing issue.

Institutional membership is crucially tied to CAAA’s publications, as most of these institutions are university libraries. The introduction of *CAR* in 1984, and Haim Falk’s aggressive marketing campaign on behalf of the journal, was successful in encouraging institutional memberships in the CAAA. The current strategy of the Association, however, is to differentiate membership from subscriptions, resulting in a decline in the institutional category of membership while the number of subscribers to CAAA publications has increased. For example, *CAR* has over 1,000 subscribers, compared with the current membership in the CAAA of around 600; i.e., there are over 400 independent subscriptions to *CAR*.

The overall level of membership in the CAAA has been a concern for the last twenty years. The Association has probably never attracted more than about a third of its potential market and typically operates with about twenty percent of that market. This result is highly skewed, with a high proportion of university accounting professors participating but a substantially lower proportion of community college instructors and practitioners. Interestingly, although the CAAA was able to attract the accounting academics who belonged to the former Accounting and MIS Division of ASAC, it has been much less successful in attracting MIS academics. These variations probably reflect the incentive structures facing these different groups, the resources available to them to support participation, and the relevance of CAAA’s programs to their situation.

Fundraising

The CAAA was originally created as a fundraising body to support accounting education and research in Canada. The intent was to create an endowment fund to provide a source of continuing income and thus free the Association from reliance on continuing fundraising and the priorities of potential donors. This plan was stymied by a change in tax laws that limited the amount of money that

non-profit organizations could accumulate, and the preference of some major donors to provide operational funds rather than capital funds. These issues meant that the Association became dependent on fundraising and user fees to support operations.

Several sources of potential funds were identified. Membership fees, of course, provide the core funding for the Association's operations (about 15 to 20 percent of the total budget). These funds largely cover administrative costs. The CAAA's programs, for example conferences and publications, are expected to be self-funding (this is an explicit policy, Minutes March 1993). This aim is achieved through a combination of user fees – such as registration, subscription, and advertising charges – and program-specific fundraising. Key sources of funds used by the CAAA are provided by Canada's three professional bodies, the Social Sciences and Humanities Research Council of Canada, and sustaining patrons.

During the first three years of its life, CAAA focused its fundraising efforts on creating an endowment fund. While these efforts raised approximately \$100,000, it is notable that Canada's three national professional associations⁵ (CICA, CGAAC, and SMAC) did not contribute. Two issues seemed to be central for the professions. First, providing capital funds would weaken CAAA's accountability to its sponsors. Once CAAA had the money, who was to say how the income and capital would be used? Second, the professions were obviously more willing to fund specific projects than to provide funds for general support. In particular, the professions did not want to see their funds used to support administrative costs. In 1980, under the leadership of David Blazouske,⁶ an agreement was reached with each profession to provide a five-year contribution to the CAAA to support the research activities of its members (Minutes August 10, 1980). This was a crucial source of support for academic accounting research in Canada.

In recognition of the importance of the professions, two positions on the Board of Directors, i.e., the Secretary and Treasurer positions, were rotated among the three Canadian national professional bodies. This arrangement also allowed CAAA to use the resources of the professional bodies, such as access to secretarial support, to carry out the duties of these positions. The Board discussed how this arrangement could be changed to allow each of the three bodies to be represented on the executive. After much discussion a resolution was passed that (1) established that all members of the CAAA executive should

⁵ Throughout this document these three organizations will be referred to collectively as "the professions."

⁶ David Blazouske died suddenly in November 1986 at age 59. A tribute to him was published in *CAERN* in February 1987.

be appointed as individuals rather than as representatives of any organization, and (2) reaffirmed the role of liaison committees in coordinating the actions of the Association and professions (Minutes August 1986). In the midst of the funding crisis in the 1990s, this position was reversed and the representatives of the professional bodies on the CAAA were asked to play a formal liaison role (Minutes September 1997).

As the end of each commitment period approached (e.g., 1986, 1991, 1996, and 2001), the executive entered into negotiations with the three professional associations with no guarantees of renewal or, if renewal was granted, no guarantees of the amount of support that would be provided. Negotiations were complicated at times by the lack of use of the funds. For several years during the 1990s the research funds awarded were less than the amount provided by the professional bodies. This resulted in the CAAA carrying a large balance in its trust funds and benefiting from the high interest rates of the period. As one sponsor put it, however, “the money can sit in our bank account just as well as in yours!” To deal with this issue the Association negotiated the transfer of some funds for other uses, such as support of education research or offsetting costs of *CAR* (Minutes March 1991). The issue continued throughout the 1990s, so that by 1996 the title of the President’s report in the newsletter was “Wanted: Research Proposals.” At that point unallocated research funds had increased to \$350,000.

Negotiations between the CAAA and the professions have generally been successful. For example, a total commitment of \$61,000 per year from the professions was negotiated in 1986 (CICA, \$32,500; CGAC, \$15,500; SMAC, \$13,000). This level of funding was renewed in 1991, although negotiations with SMAC continued into 1992 due to this body’s concern about the growing surplus in CAAA’s accounts (Minutes June 1992). In 1996 agreements were reached for research funding of \$37,000 per year (CICA \$25,000; CGAC, \$12,000) for five years. The CICA’s support was contingent on its involvement in allocating its own funds. In particular CICA was anxious to see an increase in applied research. The CGAC’s support was subject to annual renewal based on CAAA’s ability to fund high quality research projects. The SMAC withheld its funding due to the growing surplus in CAAA’s accounts. SMAC made it clear, however, that its withdrawal of funding did not change its support in principle for CAAA research activities; SMAC simply would not provide more funds until the balance in the CAAA’s trust accounts diminished.

The negotiations highlighted specific objectives that the professions had for the use of their funds. To recognize these objectives the CAAA began linking specific research grants to a particular sponsor’s fund. In addition, Peter Chant of the CICA joined the research committee to participate in the grant review

process. The executive also decided to return \$150,000 in “unencumbered research monograph funds” to the CICA (Minutes February 1997).

Between 1996 and 2001, the Association succeeded in attracting a greater number and quality of research proposals, and the accumulated surplus in the research grants program has been reduced. In 1999 Efrim Boritz, CAAA President, negotiated a funding agreement with the SMAC (\$15,000 per year) and reached agreement with the CGAC to increase its funding to \$20,000 per year with a condition that more emphasis be placed on education research. The CICA suspended its funding of the CAAA research grants program in 1999 but created an academic research committee to administer its own funds.

The relationship between the CAAA and the professions regarding research funding is currently troubled. The professions have been generous in their support of the academic community but the demand has not been as great as anticipated. In addition, the type of research funded by the CAAA did not always meet the expectations of the professions in respect of its relevance to issues faced in practice. This is a complex problem reflecting the disparities between academic and professional reward structures, the demands placed upon the Canadian academic community to fulfil both professional and academic roles, and the rapidly changing nature of professional practice. This matter will continue for some time as an important issue for CAAA to deal with.

Another source of funds for the CAAA has been the Social Sciences and Humanities Research Council of Canada (SSHRC), which was created by the federal government in 1977 to administer grants to individuals and organizations conducting or supporting research. The Association was able to tap into these funds to provide travel grants to members attending the annual conference. This was one of the lessons the CAAA learned from the relationship with the Accounting and MIS Division of ASAC. But SSHRC grants are available for much more than just conference travel, and it took some time for the CAAA to develop expertise in all of the SSHRC grant programs.

In 1982 Len Brooks, as Treasurer, coordinated applications to SSHRC to support a range of activities and succeeded in obtaining grants to fund an accounting educators’ symposium, journal start-up costs, and secretariate costs (Newsletter August 1983). Each element of the funding came from a different SSHRC program, requiring a separate application and bearing an independent risk of rejection. David Moore, who took over as Treasurer in 1984 and served in this capacity for seven years (the CAAA’s longest serving treasurer), deserves credit for coordinating the Association’s continuing applications to these programs and developing the relationship with SSHRC. These responsibilities have since been turned over to the Association’s managing director.

While the CAAA has been remarkably successful in applying to SSHRC for funds, there have been lapses in its support. For example, CAAA failed to provide reports on the distribution of travel grants to members for a number of years and as a result was denied further funding for that purpose. The creation of a managing director position in 1998 was intended, in part, to provide the administrative resources and oversight role to ensure such problems did not reoccur. The most successful applications to SSHRC have been for support of *CAR*. The journal now receives the maximum amount allowable to support an academic journal in Canada.

A “sustaining patron” program was created to recognize organizations which provided undesignated funds to support the CAAA. Its aim was to deal with the expenses of publishing *CAR* (Newsletter February 1985). The level of funding required for this designation was originally set at \$1,500 but raised to \$1,800 in 1987 (Minutes August 1987). In 1988, the sustaining patron designation was extended to individuals who provided at least \$500 to support *CAR* (Minutes March 1988). After the funding problems of the 1990s, the Association approved a new sustaining patrons program that specified how different levels of support would be recognized, and that allowed for sponsors either to designate how their funds would be used or to leave their funds “non-directed” (Minutes October 1998).

An unusual source of funds deserves special mention. Dan Thornton, CAAA President for 1995-96, was also at that time editor of the education section of *CA Magazine*. At the conclusion of his editorship he arranged for the articles published in that section to be reprinted by Prentice-Hall as a book entitled *Accounting Literature: Research for Users* (it was also published in French by Gaetan Morin). Royalties earned on this book were divided between CICA and CAAA. In addition Prentice-Hall earmarked \$0.50 from each copy sold to support a future CAAA event. This unique experiment tied together practice and research while supporting the Association.

Without question the major source of funds to support CAAA's activities has come from the three national professional associations in Canada. Their support has been primarily directed at research, but the interest on funds held in trust has also supported operations. The accounting firms have also provided considerable support, notably Deloitte & Touche (and its predecessor firms), the Clarkson Gordon Foundation (Clarkson Gordon merged with Arthur Young, now part of Ernst & Young), and, in CAAA's early years, Peat Marwick Mitchell (now part of KPMG). Sustaining patrons have become a significant source of funds, as have subscriptions to *CAR*, in recent years. Membership dues have provided between 15 and 20 percent of total funds over the Association's history.

Research Grants

The CAAA provides competitive research grants to members for both monograph-length and article-length research projects. Funds for these grants come from the three professional bodies noted earlier and the accounting firm of Deloitte, Haskins & Sells (now Deloitte & Touche). Over time the relative emphasis of the granting programs has changed from monograph-length to article-length projects. This reflects the demand for funds by members (and derivatively the incentives universities provide to faculty members) and the relative financial risk of each type of grant to the Association.

The Deloitte, Haskins & Sells research grant program began in 1984 with a five-year commitment of \$20,000 per year. It was subsequently renewed for a further five-year period by the renamed firm of Deloitte & Touche in 1990 after a one-year hiatus due to the firm's restructuring (Minutes November 1990). In 1995 the firm decided not to renew its funding because it did not feel that the "quality or quantity of research objectives had been met" (Minutes June 1995). The Deloitte & Touche program returned in a year later (Minutes May 1996) but with the firm retaining greater control over the granting process. This program was particularly important for members in emphasizing article-length studies while the professions' support, during the early years, was intended for longer works.

When funds raised from the professional bodies were being used for monograph-length studies, the Association both provided funds to conduct the research and acted as publisher of the resulting monograph. (Results of this program are discussed in the section on publications below.) Lack of demand for the program, coupled with its low completion rate (about 50 percent), led CAAA to refocus its support on article-length research. At first, grants were about \$7,000 per project (compared with the \$25,000 grant for monographs plus another \$25,000 for publication), but this amount was later raised to \$10,000. In addition most research grants now also include a travel grant to encourage faculty to present their work at conferences.

Article-length research grants allowed more members to benefit from the program and, anecdotally, it has resulted in more output per dollar invested than the monograph support program. Unfortunately, the Association does not maintain a record of articles published as a result of its grant program, so the level of productivity achieved cannot be comprehensively documented. A report prepared by Dan Simunic, the 1992 chair of the research committee, shows that of 27 grants awarded between 1986 and 1992, 16 resulted in published work, seven resulted in conference presentations (with future publication possible), and the remainder were in process. Outlets used by grant recipients during this

period included *Contemporary Accounting Research*, *Journal of Accounting and Economics*, *Critical Perspectives on Accounting*, *Journal of Accounting Research*, *CA Magazine*, *Auditing: A Journal of Practice and Theory*, *Academy of Management*, *Journal of Management Studies*, *Abacus*, *Fineco*, *International Journal of Accounting*, *CGA Magazine*, and *La Revue Française de comptabilité*.

If this sample of output from the research grants program is a reasonable indicator of what has been achieved, then this program can probably be counted as a success. The proportion of grants leading to published articles is high and the types of journals publishing the work provide an indication of its quality. In addition, work is being published in both practitioner and academic outlets and by journals in both French and English. The overall portfolio of research publications appears to meet broad objectives of the Association. The Association continues to provide a significant amount of support to the academic community. Appendix 2 provides a list of award recipients over the last five years.

For the first few years of the grant programs, research support was provided without explicit conditions attached. Several problems during 1989-90, however, prompted the executive to require a formal contract between the Association and the researcher(s). In one case, a grant had been awarded to a team of researchers, but prior to the project being completed the team ended their working relationship. Both team members intended to continue the research and both claimed the funds awarded. In another incident, funds had been provided to support a monograph-length project in 1983 but ten years later the work had still not been completed. The executive found it had no contractual recourse in these types of situations.

Dan Simunic, chair of the research committee, created a contract, a modification of one used by the AAA, that is currently in use (Minutes November 1992). This contract became effective for grants awarded in 1993 and after. Also in 1993, the executive began formally cancelling research grants that had not produced the expected outcomes. This was especially important for monograph projects, as the Association was holding funds in anticipation of publishing costs that could now be released for other projects.

The research granting programs are central to the CAAA's mission. The Association has been very successful in raising funds on behalf of its membership but not as successful in maintaining the level of demand for these funds. In part this is due to the relatively small size of the academic market in Canada. The number of active researchers in Canadian universities has been relatively stable since the CAAA was formed. However, the other important

factor is the demographics of the academic community in Canada and the relationship between productivity and academic rank in universities.

The university system in Canada experienced rapid growth in the mid-1960s as baby-boom students reached university age. This resulted in a large cohort of young academics entering the profession at that time and moving through the university rank structure in unison. There were predictable demands on research funds as members of this group struggled to establish themselves in their field and to meet the requirements of tenure and promotion. As they moved through the ranks, many took on administrative roles and the demand for research funds levelled off (e.g., Englebrecht *et al.*, 1994 in accounting; the phenomenon is also observed in other fields, e.g., Levin and Stephan, 1991; Powers *et al.*, 1998). This group is now part of the retiring cohort. It is predictable that the demand for research funds will escalate over the next few years as the next cohort of academics enters the university system (Foot, 1996).

Conferences and Workshops

The CAAA currently holds two annual conferences and occasionally organizes special purpose workshops or symposia. The CAAA's main gathering is the Annual Conference, at which is also held the members' annual general meeting. The second annual conference is the *Contemporary Accounting Research* conference organized by the journal's editor. (The *CAR* conference is discussed below.) In 1997 a conferences coordinator position was created to ensure that CAAA events did not compete with each other, were coordinated to allow members to participate at a reasonable cost, and met the diverse needs of the membership (Newsletter August 1997).

The CAAA Annual Conference

The one point of continuity throughout the CAAA's history, and in fact reaching back into its prehistory, has been the Annual Conference. This event has been held each year in late May or early June since the formation of the Canadian Region of the American Accounting Association in 1967. Between 1976 and 1984, the annual conference of the Canadian Region of the American Accounting Association and the CAAA were one and the same. To further complicate matters, between 1974 and 1979, this conference also served as the annual conference of the Accounting and MIS Division of the Administrative Sciences Association of Canada. The key point, however, is that an annual meeting of the Canadian academic accounting community has always been an integral part of the program of whichever body represented this group. A complete listing of CAAA annual conference locations and themes is provided in Table 2.

Table 2
CAAA Annual Conferences

Date	Location	Theme	Notes
1977	University of New Brunswick	No theme	Learned Societies
1978	University of Western Ontario	"	"
1979	Dalhousie University	"	"
1980	UQAM	"	"
1981	Dalhousie University	"	"
1982	University of Ottawa	"	"
1983	University of British Columbia	"	"
1984	University of Guelph	"	"
1985	University of Montreal (HEC)	"	"
1986	University of Manitoba	"	"
1987	McMaster University	"	"
1988	University of Windsor	"	"
1989	Université of Laval	"	"

Date	Location	Theme	Notes
1990	University of Victoria	Towards the Year 2000	"
1991	Queen's University	Usable Knowledge	"
1992	University of Prince Edward Island	Research, Education and Practice: Building Bridges	"
1993	Carleton University	Innovations in Research, Education and Practice	"
1994	University of Calgary	Accounting in Practice	"
1995	UQAM	Accounting in the Global Village	"
1996	Montreal	Information for Management - Management of Information	ASAC
1997	St. John's	The Many Faces of Accounting	"
1998	Saskatoon	Teaching and Research: A Symbiotic Relationship	"
1999	Toronto	Looking to the New Millennium: Directions for Accounting Research and Education	independent
2000	Halifax	Multiple Directions: Accounting - An Interdisciplinary Profession	"
2001	University of Calgary	25th Anniversary of the CAAA	"

The format of the conference has remained the same over the years. There are usually two or three plenary sessions on topical issues and a set of concurrent sessions at which research papers are presented or panel discussions held. Beginning in 1990, a conference theme has been used to co-ordinate plenary topics. In addition to the research content, most conferences include some education sessions. The proportion of these sessions at the yearly event increased dramatically after 1997 when the education committee decided to combine its workshops with the annual conference (see “Education Workshops” below). In 1999 poster sessions were added to increase the opportunities for members to present their findings and to allow preliminary work to be discussed.

From 1977 through 1990 the CAAA presented a best paper award at this conference. As noted before, this was one of the first activities that the CAAA took over from the AAA’s Canadian Region as the AAA reduced its funding for the regions. The award was originally intended as an incentive for people to submit papers and to increase the quality of submissions. As the conference grew in popularity this was seen as unnecessary, and the task of selecting a winner became more onerous as the number of submissions grew.

An increase in the quality of submissions also meant that most papers presented at the conference were ultimately intended for publication in a journal. Most journals will consider only material that has not been previously published. Although some journals do not regard conference proceedings as a prior publication, many authors withheld their papers from the proceedings in order to protect their ability to publish them elsewhere. This change in behaviour reduced the demand for the annual conference proceedings and eventually they were discontinued. However, abstracts of the research papers were, and continue to be, published as part of the conference program. The proceedings were published from 1967 (as the Canadian Region of the AAA) to 1984. The Canadian Region has the distinction of being the first AAA region to publish a proceedings of its meetings, courtesy of Peat Marwick Mitchell (Flesher, 1991:46).

The CAAA Annual Conference was held in conjunction with the Congress of Learned Societies from 1977 to 1996. Connection with the Learned Societies was more a convenience than a strategic move. As we have seen, ASAC, under a previous name, had established a linkage with the Learned Societies as a means to bolster the legitimacy of business research. The CAAA became associated with ASAC in order to minimize the cost of travel by members wanting to attend both CAAA’s annual conference and the Accounting and MIS Division of the ASAC conference. By the early 1990s, however, ASAC had grown to a size and maturity that it felt comfortable striking out on its own. As noted earlier, by this

time ASAC had abandoned the accounting field to the CAAA, which itself had become an independent member of the Congress of Learned Societies.

The CAAA's continued association with the Learneds was discussed on many occasions. While the Learneds provided some administrative services and legitimacy to the CAAA conference, concerns arose about the costs and the remote locations where the Learneds were occasionally held. For example, when the Learneds met in Prince Edward Island in 1992, there was concern about the availability of enough hotel rooms and the lack of a CAAA member at the University of Prince Edward Island to handle local arrangements. Although both problems were eventually solved, the issues prompted the Association to seriously consider alternative location arrangements for its conference.

CAAA's decision to break with the Learneds, and to hold its conference in concert once again with ASAC in 1996, followed a proposal by ASAC in 1994 to create an umbrella organization to link together all of Canada's academic associations in business fields. The change in venue resulted in CAAA's annual conference being held in Montreal two years in a row. Gaétan Breton had the dubious honour of serving as conference chair for both 1995 and 1996 as a result. The proposed umbrella organization never materialized, and as of 1999 the CAAA has established an independent location schedule (Minutes January 1998).

The conference is intended as a national event, and papers in either official language are encouraged but predominantly the language of the conference is English. In 1980 the Association applied for funds from SSHRC to allow simultaneous translation at the conference, but its application was rejected on the catch-22 grounds that simultaneous translation had not been used in the past (Minutes May 1980). The following year the Association self-funded simultaneous translation and thereafter was able to access grants for the purpose. This facility was typically used only for the plenary sessions and the annual general meeting. Funding for simultaneous translation was provided for many years by the Secretary of State for Canada through its Promotion of Official Languages Branch (Newsletter 1988). In 1997 CAAA decided to dispense with simultaneous translation and redirect the funds previously spent on this service to projects that would benefit the CAAA's francophone members (Minutes September 1997).

The conference brings together people from across Canada and provides an opportunity to combine other events with the conference itself. For example, the Society of Management Accountants of Canada offered a symposium on management accounting prior to the conference from 1984 to 1990. The education committee began holding professional development sessions the day

before the conference to replace the SMAC symposium. Since 1997 the Centre for Accounting Ethics at the University of Waterloo has offered a half-day ethics workshop following the conference. These events contribute to the gatherings overall.

Organizing the annual event is a major task that usually falls on the shoulders of one person. Appendix 1D lists the names of past organizers. Each year between 100 and 150 people attend the conference (this is about 20 – 25 percent of individual members) to present papers, develop their education and research skills and, most importantly, to socialize with colleagues from across Canada. The conference is one of the key events in maintaining a sense of community and continuity within the CAAA. The addition of education workshops, special seminars, and other events has contributed to making it an attractive event.

Education Workshops

The CAAA's annual conference is intended to reflect the entire spectrum of activities supported by the Association. Over time, however, it has become primarily a focus for presenting research. To provide members with other opportunities to discuss educational issues, the Association has from time to time organized separate education workshops. In the 1980s these workshops focused on research on education issues or on strategies for incorporating research into accounting education. Workshops in the 1990s dealt more specifically with developing teaching skills or curriculum. The heyday of educational issues was reached in the first half of the 1990s.

Al Prentice, chair of the education committee in 1979, suggested that the CAAA organize a series of regional workshops to improve the quality of accounting education. The executive rejected this proposal as too ambitious (Minutes September 1979). Two years later, Tom Beechy's monograph on the state of university accounting education in Canada (see the section on "Monograph Series" below) again raised concern about the quality of accounting education and the support the CAAA was providing in this area. This time the CAAA acted, authorizing Bill Scott to organize the first Accounting Educators Symposium at Queen's University in 1982 (Newsletter August 1983). This Symposium became the first CAAA event to secure funds from SSHRC other than conference travel funds. It focused on integrating accounting research into the curriculum. A similar event followed in 1988, organized by Derek Acland (Minutes March 1988), with funding from the Clarkson Gordon Foundation, SSHRC, and the Ordre des comptables agréés du Québec. In this case, the focus was on the presentation of research on accounting education. Each of these workshops stressed the role of research in accounting education,

either as a tool for better understanding educational issues or as a resource for inclusion in the curriculum.

In 1990 Nabil Elias's strategic planning task force identified education issues as the main priority of the membership. This emphasis coincided with a broader concern about the state of accounting education reflected in the creation of the Accounting Education Change Commission in the United States in 1989 (Sundem, 1999). The CAAA executive, acting on this result, approved a strategic education initiative that included further symposia, research on educational issues, and the introduction of an education section in *Contemporary Accounting Research* (Newsletter August 1991). This initiative would engage the education committee for several years.

The executive's support of the education initiative meant funds would be made available to support education workshops. The first workshop, in 1991, was organized by Eldon Gardner at the University of Lethbridge with the theme of curriculum development (Minutes March 1989). This was followed by a workshop on "Integrating environmental matters into the accounting curriculum," organized by Tony Dimnik, held in Montreal in October 1992, and one on "Successful teaching strategies," organized by Sandra Felton at Brock University in 1994 (Newsletter November 1994).

Tony Dimnik, as chair of the education committee in 1991-92, initiated a series of regional education workshops, small-scale events focused on skills development. Typically twenty to thirty people would attend. These sessions included "Teaching activity-based cost accounting in the undergraduate and graduate curriculum" presented by Howard Armitage at the University of Waterloo in 1991, and "Internationalizing the accounting curriculum" presented by Irene Herremans and Zelma Rebman-Huber at the University of Calgary in 1992. These workshops attracted participants from both universities and community colleges, and may have had much to do with a surge in CAAA membership over the early 1990s.

In 1997, faced with funding cutbacks at most universities in Canada, the education committee decided that it was no longer economically feasible to offer stand-alone education symposia. Members had fewer funds to support travel to multiple CAAA events during the year, and fundraising for the events was becoming more difficult. It was decided to combine education workshops with the annual conference (Newsletter March 1997). As noted above, this change does increase the appeal of the annual gathering to a wider audience and provides opportunities to promote education and research simultaneously.

Research and PhD Workshops

The CAAA has also participated in a series of research workshops originated by ASAC that were designed to improve the research capabilities of business academics in Canada. The project was funded by SSHRC. These workshops were intended to appeal to all business disciplines but proved to be of particular interest to accounting academics. The CAAA supported these events and built upon them as a means of encouraging PhD studies in accounting.

ASAC held its first research methodology workshop in 1982 at the University of Toronto. Haim Falk coordinated the accounting portion of it on behalf of the CAAA. This pattern was repeated in 1983 at Queen's University (Newsletter August 1983): an eleven-day program, with seven days devoted to accounting research methods. Mike Gibbins and Haim Falk coordinated this effort. Thirty faculty members attended; fourteen of these were accounting academics. Falk followed this in 1984 with a workshop designed specifically to raise the profile of PhD studies in accounting. A similar workshop, organized by Bob Crandall, Dan Thornton, and Alex Milburn, and funded by the Clarkson Gordon Foundation, was held in 1989 (Minutes November 1988).

The demand for this type of workshop faded in the 1990s as accounting research in Canada matured. The success of *CAR* and other empirically-oriented journals provides evidence of the level of research skills present in the academic accounting community.

Publications

The CAAA has three types of publications: a newsletter (*Canadian Accounting Education and Research News – CAERN*), a monograph series, and its journals (*Contemporary Accounting Research* and, in the future, *Canadian Accounting Perspectives*). Each type has a specific role. Publications are an important means of fulfilling the CAAA's mission and have consumed a large part of the Association's efforts and budget over the years. The administrative demands of these programs prompted the CAAA to hire a publications manager in 1992. These duties are now part of the managing director's role.

Canadian Accounting Education and Research News (CAERN)

The newsletter was initiated even before CAAA's first meeting as a means of communicating with potential members (particularly members of the AAA's Canadian Region and the Accounting and MIS Division of the Canadian Association of Administrative Sciences). In its first few years, it was issued annually as a report on the annual conference and annual general meeting, and was a simple photocopied (mimeographed) document. In 1978 Morley Lemon was given the job of "sprucing up" the newsletter. This process continued under

Claude Lafranconi, who in 1979 introduced a two-colour design, added the title “Canadian Accounting Education and Research News,” and began producing the newsletter in both French and English. This was CAAA’s first move to formally recognize its obligations to operate in both official languages. In 1980 *CAERN* moved to the quarterly production schedule that it still maintains. Appendix 1D lists the Newsletter editors throughout its history.

Although *CAERN* is a major communication medium, it was also a major expense. Its format has evolved over the years (major changes occurred in August 1990, May 1994, August 1995, Autumn 1999) to reduce postage costs, to change from typeset copy to desktop publishing, and to allow paid advertisements (starting in August 1990). The move to desktop publishing allowed the introduction of scanned images and photographs, the first being a photograph of education committee chair Tony Dimnik in February 1993. In 1997 CICA took over the printing of the newsletter for the cost of the paper only (Minutes September 1997). French and English versions of the newsletter were separated in 1998 (beginning with the summer edition). This reduced the total printing cost, since fewer members request copies of the French language version. The most recent change in the newsletter is to offer it as a separate CAAA publication available to non-members.

The newsletter has been used to keep the membership informed about upcoming conferences and research grant opportunities. The three professional bodies have also highlighted in its pages their activities that might be relevant to academics. The Association’s financial statements are published in this medium. Originally this was simply a photocopy of the financial statements and the auditor’s opinion. Starting in 1995, a management discussion and analysis was also included to provide some interpretation of those results.

There have been recurrent suggestions that *CAERN*’s content expand to include academic articles rather than being restricted to news announcements. In 1987 the newsletter was opened to editorials particularly on educational issues (Newsletter August 1987). This development was formalized in the summer 1998 edition with the introduction of an “Educators’ Forum.” It was also suggested that *CAERN* could publish research and educational materials not deemed appropriate for *CAR* (Newsletter November 1992). This extension did not occur, and it is unlikely to be an attractive option to members who require refereed outlets as a signal to tenure committees of the quality of their work. The suggestion reflects an ongoing concern of the membership that is reflected in the creation of *Canadian Accounting Perspectives* (see below).

Monograph Series

CAAA's monograph series consists of only six volumes, yet the program is of great significance in terms of its role in developing and, ultimately, undermining the relationship between the CAAA and its sponsors. The creation of the monograph granting program grew out of the CAAA's consideration of the need for a Canadian accounting journal. In 1980 a research committee consisting of Sanjoy Basu, Gerry Feltham, Bill Scott, and Peter Tiessen was asked to examine the potential for launching a CAAA journal. They reported that they had given careful consideration to a number of possibilities. They believed that the CAAA should be active in stimulating research with the emphasis on quality (rather than particularly Canadian content). They considered that anticipated output would be insufficient to warrant a research journal but that prospects should be re-examined in three to five years. In the short term they recommended that the Association support a monograph series that would include both basic research studies and studies in accounting education.

Based on the funds raised from the three national professional bodies in 1981, the Association began funding monograph-length research projects. The monograph series includes the following (French language versions of the first five monographs were also published):

1. Tom Beechy: "University Accounting Programs in Canada: Inventory and Analysis" (1981)
2. James Pesando and Carol Clarke: "Economic models of the labour market: their implications for pension accounting" (1984)
3. Dan Thornton and Murray Bryant: "GAAP versus TAP in lending agreements" (1986)
4. Tony Atkinson: "Intra-firm cost and resource allocations: theory and practice" (1987)
5. Efrim Boritz, Brian Gaber and Morley Lemon: "An experimental study of review of preliminary audit strategy by external auditors" (1987)
6. Wally Smieliauskas: "A framework for assurance evidence and its role in accounting" (1999)

The CAAA's first monograph – Beechy's "University Accounting Programs in Canada: Inventory and Analysis" – was also the only one to address educational issues. This monograph became the basis for ongoing discussions between the CAAA and accounting firms and professional bodies about the CAAA's role in supporting the development of accounting education in Canada. These discussions resulted in a series of educators' symposia, some sponsored

by the accounting firms, others held jointly with ASAC based on funding from SSHRC.

The monograph series was scaled back in 1989 (Minutes March 1989). Funds set aside for this purpose were transferred, with the permission of the donors – the CICA and SMAC – to support article-length research. This decision reflected the Association’s experience with the cost of supporting and publishing monographs, and recognized that university reward systems favoured article-length studies over monographs. No new monograph proposals have been considered since 1998 (Minutes May 1998).

The monograph series has not been a successful program. Only about half of the grants provided to researchers resulted in a publishable monograph. In each case, however, regardless of whether a monograph was produced or not, the Association set aside the funds to cover expected publication costs. This accounts for a sizeable portion of the accumulated research funds that caused difficulties between CAAA and its sponsors during the 1990s. In addition, it was clear early on that university reward systems so favoured article-length research that the demand for funds to support longer studies was never very high. But this is not to say that the work completed was not of high calibre. In fact, two authors, Dan Thornton and Tony Atkinson, were subsequently honoured with the Haim Falk Award for distinguished contributions to accounting thought.

Contemporary Accounting Research (CAR)

Contemporary Accounting Research, the CAAA’s first journal, appeared in the fall of 1984. As discussed earlier, the need for a Canadian journal had long been recognized by the Canadian academic accounting community. The AAA’s policy against allowing regional journals was one of the issues that prompted the formation of a separate Canadian association. The Canadian journal was intended as an association journal, i.e., one reflecting the interests of the membership. In particular, it was intended to provide an outlet for Canadian authors and writing on issues relevant to Canada. One recurring suggestion was that the journal should devote one issue per year to papers presented at the CAAA Annual Conference.

What ultimately pushed the CAAA into creating its own journal was the creation of the *Canadian Journal of Administrative Sciences* by ASAC. Although CAAA had approved co-operation with ASAC on producing that journal, it was contingent on “both organizations participating on an equal basis” (Minutes August 1981). When it received \$25,000 in funding for the journal in 1982 from SSHRC, ASAC approached CAAA to nominate an accounting “sub-editor” for the publication (Minutes August 1982). This was not the status CAAA had anticipated within the journal’s structure. Assuming that this offer

would stand for some time, the executive decided to explore further the possibility of creating an independent Canadian accounting journal.

Haim Falk was approached in late 1982 as a potential editor and was asked to prepare a proposal for the development of the journal. His proposal was accepted, but with reservations. The minutes record that “consensus was reached to go ahead with Professor Falk [as editor] and the academic journal given that the CAAA has discussed this project for five years and given that there are not many Haim Falks around” (February 12, 1983).

Two tensions were evident. First, there was a tension between editorial independence and the Association’s desire to maintain control over the journal. This was resolved at the time by appointing Mike Gibbins and Gilles Chevalier to act as a monitoring committee on behalf of the Board. Second, Falk saw *CAR* as a journal of international standing that must be open to the best work regardless of its country of origin. However, this vision needed to be balanced against the Association’s desire to increase the opportunities for its members to publish their work. This issue continued to dominate Board meetings for some time after Falk’s appointment.

The initial skirmish concerned the journal’s title. Falk recommended that it be retitled *Accounting Research Quarterly* rather than the executive’s suggestion of *Canadian Accounting Review*. The Board passed a motion “that it is the advice of this group that Canadian be part of the title” (May 31, 1983). By August 1983, Falk reported that papers had been submitted to the new journal and an editorial board had been assembled. Unfortunately, financing for the journal had not been secured. Falk was directed to stop soliciting papers, and to inform authors of papers under review that the creation of the journal was not assured and that they had the option of withdrawing their papers. The journal was thus thrown into limbo.

At its October 1983 meeting the Board reaffirmed its commitment to the journal and agreed on the name *Contemporary Accounting Research*. Mike Gibbins was given the task of drawing up the terms of reference of the editor’s position, which were approved by the Board in February 1984. They reaffirm the intent of the journal “to nurture accounting research by CAAA members” and “to encourage research pertaining to Canadian data, institutions and policies.” The terms of reference also link the journal to the CAAA executive through an annual reappointment process for the editor, appointment of the editorial board in consultation with the CAAA President, and detailed annual reporting requirements. The executive also approved the journal’s mission statement at this meeting. It read:

CAR: Aims and Scope: *Contemporary Accounting Research* is dedicated to the advancement of accounting knowledge and provides a forum for the publication of high quality manuscripts with original theoretical/empirical analyses, either basic or applied in nature, that are of interest to the Canadian accounting community. Creative interdisciplinary review papers and articles stemming from research paradigms rooted in various disciplines that advance the understanding of accounting phenomenon are also encouraged.

This statement was published in each issue of *CAR* until its use was discontinued by editor Lane Daley in 1996. In 1997 editors Dan Simunic and Gerry Feltham introduced an "Editors' Policy Statement" into the journal.

By the next meeting of the Board (May 1984), reporting requirements for the editor were increased. A written report was expected for each executive meeting, providing details of the numbers of articles submitted, under review, accepted or rejected, and with additional information on the nationality of authors and the data they used. The Board also passed a motion to defer a decision on the publication date of the first issue "in order to give the executive time to examine the financial and statistical data related to the publication." The Board completed its review and agreed on a funding formula for the journal (40% of the cost through membership fees, 40% from private donors, and 20% from government grants). Board members also gave the CAAA President authority to sign a publication agreement provided that two conditions were met: "[that] the first issue of *CAR* meets the approved mission of the journal, with special reference to there being adequate Canadian content, and provided that there is sufficient material available for a second issue."

Finally, in the Fall of 1984, the first issue of *Contemporary Accounting Research* appeared, consisting of five articles and three book reviews. It is a slim volume of 114 pages and includes two commentaries (by Ray Chambers and George Benston) and two research papers. It also includes Gerry Feltham's review of John Butterworth's career. (Butterworth passed away on August 4, 1984.) Notably the journal also included a list of six research papers accepted for future publication.

In 1985 Haim Falk held the first of what has become the annual Contemporary Accounting Research Conference. This conference was originally intended as an one-time event to raise the visibility of *CAR* among Canadian academics. It emerged, however, as a key strategic advantage for *CAR* as an international journal. The conference was structured so that a submission to the conference was also a submission to *CAR*. In most cases a paper accepted at the

conference would be published in the journal along with the discussant's comments on that paper. This structure provided *CAR* with distinct advantages. First, the conference provided a tight time frame within which reviews and acceptance decisions would be made. This schedule was very attractive to authors who had experienced the months of delay common at leading journals. Second, the publication of discussants' comments provided the editor with more opportunities to include Canadian academics in *CAR*. In its first year, the conference attracted more submissions than were submitted directly to *CAR*. The conference continues to account for a high proportion of submissions to the journal.

Even though the quality of submissions to *CAR* continued to improve over its first few years, the journal's commercial success required promotion. After three years, *CAR* still had limited recognition among foreign academics and few Canadian libraries had subscribed. Falk engaged in a letter-writing campaign to libraries world-wide but met with limited results. It was decided to target one hundred university libraries in the United States and 140 in Europe, and to send them a complimentary copy of the journal (Minutes March 1987). This effort had some effect, and institutional membership (at the time the only way to subscribe to *CAR*) climbed during the mid-1980s to about 100 (see Figure 1).

The journal was growing in size with each issue, the *CAR* conference was an expensive undertaking, and the cost of supporting the editorial office was increasing. The Board "expressed grave concerns about the lack of control over costs" and feared that *CAR*'s funding demands could result in cutbacks to other CAAA activities (Minutes December 1987). Issues of cost were linked to issues of content: Why should the Association commit more funds to *CAR* if it was not meeting its objectives? After considerable debate the executive "reluctantly agreed" to provide the funds needed to maintain the journal's momentum.

Concerns about cost overruns continued into 1988. "Irene Gordon⁷ [CAAA president] reported that . . . a letter had been sent to Haim Falk in which he was requested to respect the budget. A response had been received to the effect that the editor would do his best" (Minutes November 1988). Gordon took on responsibility for soliciting advertising for *CAR* to raise additional funds; Falk felt that for the editor to engage in such tasks might impair the appearance of editorial independence. Questions about the journal's financial viability also led to the introduction of submission fees beginning in 1990 (Volume 7). In spite of tensions between Falk and the CAAA board during his tenure as editor, he had succeeded in establishing the journal and raising its status among the academic community.

7 Irene Gordon has the distinction of being the CAAA's first woman president.

Falk carried on as editor until 1989 and as co-editor with Bill Scott for an additional year to ensure a smooth transition. Falk's contribution to the CAAA, both through *CAR* and for earlier work in organizing the joint ASAC/CAAA research workshops, was recognized through the creation in 1986 of the "Haim Falk Award for Significant Contributions to Accounting Literature" given "annually"⁸ to a CAAA member resident in Canada in honour of his or her research contributions (Minutes November 1988).

In 1994 Mike Gibbins, then editor of *CAR*, provided a summary of the journal's first ten years (Carnaghan, Flower-Gyepesi and Gibbins, 1994). To that date 313 articles had been published, representing 358 different authors from 142 institutions. Canadian authors accounted for 26 percent of the total, and 17 percent of articles dealt explicitly with Canadian data or issues. Gibbins also compared his results to Falk's 1989 analysis of the journal's first five years. Significant changes included the rise to dominance of financial accounting papers (both capital market and analytic), and differences in the characteristics of authors from senior to junior academics, and from Canadian to U.S. residents.

These changes reflect *CAR*'s maturation. In the early period Falk relied on his network of contacts to encourage submissions. The appearance of work by senior academics provided signals to the wider academic community that this journal was a credible and viable outlet for research. The characteristics of publications in the later period reflect *CAR*'s growing recognition as a credible outlet for younger scholars preparing their case for tenure. Since many published articles are produced from dissertation research,⁹ attracting junior scholars was crucial to *CAR*'s long-run success.

All the editors put their own unique stamp on the journal, but each has faced the same problems inherent since its inception. Bill Scott took over the journal to find a backlog of accepted papers and a page limit imposed by the CAAA to contain costs. He successfully argued for the publication of a special two-volume issue in the spring of 1990 to reduce publication delays (Newsletter November 1990). Scott faced the problems of Canadian participation in the *CAR* conference and the lack of education research in the journal. He addressed the first issue by inviting each Canadian business school and PhD program to send a delegate to the conference (Minutes June 1991). He dealt with the second issue through a proposal to dedicate a section of *CAR* to education research. This suggestion carried over into the editorship of Mike Gibbins, who did produce a special education issue but did not publish an education section. Lane Daley

8 The Rosen and Falk Awards are adjudicated annually but are not awarded in some years.

9 It is common to see statistics that most PhD's in all fields publish only one article in their career. The supply of articles is thus strongly bi-modal, with a few scholars producing a large number of articles and the majority producing only one.

finally eliminated the section in 1996 without a single education paper ever being published.

The executive continued to express anxiety to each new editor about the amount of Canadian content. Scott undertook an analysis of the Canadian content in other major journals and demonstrated that *CAR* was the major outlet for Canadian research. This analysis nicely deflects anxiety about the absolute level of Canadian material by redefining the issue as one of *CAR*'s share of total Canadian research output. The analysis hinges on two implicit criteria: (1) *CAR* must maintain a level of quality consistent with its peer journals, and (2) Canadians are free to publish in the journal of their choice – *CAR* must be seen as the journal of choice. The results suggested that *CAR* was meeting its objectives when defined in this way, but the question remained moot whether or not these are appropriate benchmarks for an association journal.

Mike Gibbins assumed the editorship in 1992. At that time he was already co-ordinating a strategic education initiative funded by the CAAA comprising a series of research projects on the current state of accounting education in Canada. Papers produced by this project were published in both French and English as a special issue of *CAR* in 1994 under his editorship. Also included were commentaries by David Cooper and Dan Thornton. This volume sought to provide examples of education research and to demonstrate that such research could meet the journal's usual standards.

Gibbins reorganized the journal's administrative structure, adding a permanent editorial office at the University of Alberta with an administrative assistant, Jane Flowers (Minutes June 1994), and added associate editors to speed the review process and provide a broader range of expertise (Minutes December 1993). The major editorial change was the introduction of an "Improvements and Updates" section to the journal. Gibbins also managed to bring *CAR*'s costs under control by switching publishers from the University of Toronto Press to a private company and by streamlining the review process. Under his editorship *CAR* began generating a surplus based on advertising, submission fees, and subscriptions.

Gibbins passed the editorship to Lane Daley, also at the University of Alberta, in 1995. Daley moved the journal to a quarterly production schedule, beginning with Volume 14 in 1997. This was an important step in qualifying *CAR* for listing in the citation indices used to rank academic journals (Newsletter November 1996). Daley's editorship was cut short by ill health, and Gibbins stepped in to keep *CAR* running until Gerry Feltham and Dan Simunic were appointed as co-editors in 1997. Lane Daley passed away on August 17, 1998, a victim of pancreatic cancer. He had a brief remission during which he

wrote an open letter to the CAAA membership expressing his thanks for their support and his faith in God (Newsletter May 1997). David Cooper, a colleague at the University of Alberta, paid tribute to him in the Autumn 1998 Newsletter.

Feltham and Simunic faced familiar challenges when they took over the journal. They were pressed on its low Canadian content, and on the growing feeling that *CAR* was becoming too specialized in empirical financial accounting research rather than representing the broad interests of the Canadian academic community. This feeling also surfaced in Howard Teall's survey of Canadian universities carried out in 1998 (Minutes October 1998). Simunic suggested that *CAR* had become an international journal and, hence, this survey might not be the most appropriate benchmark for evaluating it.

Feltham and Simunic also began an unresolved debate over how and whether *CAR* should enter the digital age. Under Gibbins, *CAR* began releasing abstracts of accepted papers to the online *Journal of Accounting Abstracts*. The next step is complete release of an on-line version of the journal. The executive considered out-sourcing the journal to get access to expertise in electronic publishing (Minutes October 1999) but has not reached a final decision. This issue is gaining importance as various on-line services are providing access to *CAR*, resulting in declining institutional subscriptions.

CAR has had seven editors: Haim Falk¹⁰ (1984-89), Haim Falk and Bill Scott (1990), Bill Scott (1991-92), Mike Gibbins (1992-95), Lane Daley (1995-97), Gerry Feltham and Dan Simunic (1997-2001), and Gordon Richardson (2001-04). Each has maintained the journal's high standards and contributed their own innovations. Among CAAA membership, *CAR* remains controversial. Most members recognize its quality and the positive effects it has had on the Association's reputation. However, concerns remain that the resource demands and volunteer effort required to establish *CAR* as an international journal have resulted in a lower priority for other Association activities.

Membership Directory

The CAAA's key resource is its members. Nevertheless, keeping track of them was not a high priority during the Association's first few years. The first attempt to assemble a membership list occurred in 1979 but, as noted earlier, subsequent use of this list proved it to be inaccurate. In the early 1980s, the membership committee began using this information to better understand the distribution of members and, hence, where additional recruitment effort was needed. The discussion of recruitment above provides further details. Production of an

¹⁰ The normal editorial appointment is for three years. Haim Falk argued that this should be three years of publication, and so his time in initiating the journal was not counted. The dates reported here are publication years.

accurate membership list was facilitated by the creation of a permanent secretariate in 1983, when Barbara Jaeger was hired on a part-time basis to manage the CAAA's administrative affairs. The Association acquired database software to manage the membership list and began issuing a membership directory in 1986 assembled by David Hope, chair of the membership committee (Newsletter February 1986). Two years later new database software was acquired that allowed entries to be sorted by province, institution, etc., resulting in a multi-purpose directory rather than just a list of names (Newsletter February 1989). Printing and distribution of the directory was taken over by McGraw-Hill, at no cost to the Association, in 1992 (Minutes February 1992). In 1996 the CICA took over this duty (Minutes May 1996).

Falk and Rosen Awards

The CAAA recognizes achievements of its members through two awards: the Haim Falk Award for Significant Contributions to Accounting Literature and the L.S. Rosen Outstanding Accounting Educator Award. The L.S. Rosen Award was created in 1983 and named in honour of the Association's first elected president. The Haim Falk Award began as the award recognizing "distinguished contributions to accounting thought" (Minutes May 26, 1986). It gained its current name in 1988 to honour Haim Falk's contributions to the development of *Contemporary Accounting Research* and was first awarded under its new name in 1989. The winners of these awards are listed in Table 3.

Throughout their history, these awards have been plagued by uncertainty about the criteria that should be applied and a lack of nominees in spite of the presence of qualified candidates within Canada. In 1989 the terms of reference for the Rosen Award were revised as follows:

The criteria for eligibility for the L.S. Rosen Award . . .
contributions to Canadian accounting education over a
sustained period of time through:

- (a) excellence in teaching;
- (b) publications (books, educational material, case studies,
articles in magazines);
- (c) educational innovation;
- (d) research guidance for graduate students;
- (e) involvement in professional and academic societies and
activities. (Minutes March 1989)

Table 3
CAAA Award Winners

Recipients of the L.S. Rosen Outstanding Educator Award	
Sanjoy (Joe) Basu 1983 (posthumously)	Norman B. Macintosh 1994
James Everil Smyth 1985 (posthumously)	Nadi Chlala 1995
John R. Hanna 1986	George R. Chesley 1996
J. David Blazouske 1987 (posthumously)	Stanley L. Laiken 1997
Réjean Brault 1988	George C. Baxter 1998
Daniel B. Thornton 1989	Irene M. Gordon 1999
Joel H. Amernic 1990	Howard Armitage 2000
Michael Gibbins 1992	T. Ross Archibald 2001
Recipients of the Haim Falk Award for Distinguished Contribution to Accounting Thought	
Daniel B. Thornton 1987	George J. Murphy 1992
William R. Scott 1988	Gerald A. Feltham 1994
Anthony A. Atkinson 1989	Norman B. Macintosh 1998
Ross M. Skinner 1990	Dan A. Simunic 2001
Richard V. Mattessich 1991	

Terms of reference for the Falk Award are reflected in the call for nominations for the award. It reads as follows:

The award is for an article, book or other work or series of works published in English or in French within the past five years that is judged to have made or to be likely to make a distinct and valuable contribution to the advancement of accounting thought. (Newsletter November 1988)

The basic criteria have been interpreted differently by each committee that has adjudicated the award. For example, should the award reflect the merit of a single work versus a body of work, how recently should the work have been published in order to be considered (the original period of three years was extended to five years in 1987), and should the contribution to accounting

thought refer to academe or practice? While all of the winners are clearly worthy recipients, the list of winners provides evidence of the variability in criteria. The ambiguity of the criteria may also explain why the award is not awarded every year.

Comments on Exposure Drafts

The CAAA's role in professional standard-setting is one of the more problematic activities in which the Association engages (Minutes November 1992). Standard-setters would clearly welcome the input of the academic community. For example, the CAAA has been invited to nominate a person to serve on the CICA accounting standards committee and its successor, the Accounting Standards Board. In addition CAAA has been invited to comment on exposure drafts issued by various professional bodies (notably CICA on accounting and auditing standards, and SMAC on management accounting guidelines).

The Association has made a commitment to respond to accounting and auditing exposure drafts and also arranges for responses to significant reports prepared by professional bodies. As an instance, an anonymous response to the CICA Special Committee on Standard-Setting was submitted in 1981 (Minutes November 1981), and Wally Smieliauskas chaired a group that prepared a response to the "Expectations Gap" (MacDonald Committee) report in 1986 (Newsletter November 1986).

Initially the "committees" given the task of responding to exposure drafts were individuals. Their responses were submitted on behalf of the CAAA but as expressions of personal opinion rather than Association policy. For the most part, these responses were not publicized; it was an invisible activity. Two exceptions were comments on the CICA re-exposure draft on changing prices by a committee chaired by Mike Gibbins and comments on the CICA foreign currency translation exposure draft, prepared by a committee chaired by Wayne Hopkins. These responses appeared as supplements to the Newsletter in March 1982 and April 1983 respectively.

During the 1980s the exposure draft "committees" became entire accounting departments. For example, the University of Regina had the responsibility of responding to accounting exposure drafts in 1985. This duty was transferred to the University of Saskatchewan in 1987. At present the responsibility for responding to English language exposure drafts is delegated to the School of Accountancy at the University of Waterloo, while the responsibility of responding to French language exposure drafts resides with HEC, affiliated with the University of Montreal. See Appendix 1D for a

complete listing of those who have taken responsibility for commenting on exposure drafts.

The Secretariate

The need for administrative assistance has expanded as the range of CAAA programs has expanded. All of the work by the executive and the committee chairs and members is volunteer labour. Within five years of the CAAA's inception it was apparent that dedicated administrative support was needed. The secretariate maintains membership lists and collects dues, provides administrative support to the CAAA executive, committee chairs and publication editors, and works to promote the Association (Newsletter November 1984).

Barbara Jaeger was hired in 1983 to provide two days per week of support. This schedule was soon expanded to three days a week. In 1992 Vittoria Fortunato was hired as publications manager to support *CAR*. The following year Jaeger resigned (Minutes March 1993), and Fortunato was engaged for one year to handle secretariate duties until the position could be re-examined and the secretariate reorganized. She assumed the position full-time in 1995. In 1997 Jane Flowers resigned as *CAR*'s production manager. The executive saw this as an opportunity to combine the responsibilities of the production manager and the secretariate. In 1998 the executive approved the creation of the position of "managing director," which was jointly given to Vittoria Fortunato and Paul Granatstein (Newsletter August 1997).

The CAAA's membership has not changed significantly over the last twenty years, yet the range of activities undertaken by the Association has increased dramatically. While the role of volunteers in supporting these activities has been crucial, the CAAA could not maintain the quality and scope of programs without the assistance provided by the staff of the secretariate.

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Future Directions and Prospects

The CAAA has spent much of its first twenty-five years simply developing the programs to support the initial vision laid out during its founding years. In 1989 Nabil Elias, as Vice-president, initiated a strategic planning exercise to determine whether this vision was still appropriate for the CAAA (Minutes March 1989). A task force was charged with considering the Association's goals, mission, priorities, and the organizational structures through which these goals would be realized. Although the exercise did not result in a change in mission, it did recommend that the CAAA put more effort into accounting education issues and into financial planning and control (Minutes November 1990). The report was published in the August 1990 Newsletter.

In 1991 the executive reaffirmed that the CAAA's original mission

. . . is to provide strong and decisive leadership in achieving the following objectives:

1. The promotion of excellence in accounting education in Canada with particular reference to Canadian post-secondary accounting programs; and,
2. The promotion of excellence in accounting research in Canada with emphasis on Canadian issues. (Minutes March 1991)

The restatement highlights CAAA's commitment to providing leadership and the extension of the focus to all post-secondary accounting programs.

A review of progress towards the goals set out in that plan showed a number of areas where work was necessary (Minutes March 1995). In particular the executive identified the need for greater outreach to community college instructors and to practitioners. Meeting this need requires that the CAAA reduce the cost of participating (e.g., through web-based access to materials rather than only through conferences) and ensuring the relevance of its activities to a broader community (Minutes February 1996). These issues resurfaced in a membership satisfaction survey conducted in 1997 by Efrim Boritz (Newsletter March 1997) and in a report prepared by Howard Teall, as Past-president, based on visits with twenty-five universities in 1998 (Minutes October 1998). His report was published in the Winter 1999 Newsletter.

Two projects stand out as important extensions of the Association's current programs: CAAA-net and *Canadian Accounting Perspectives*. Both of these

initiatives are intended to improve the accessibility of CAAA's services to a broader community.

CAAA-net

One of the initiatives set forth by Dan Thornton as President in 1995 was a commitment to move the Association into the digital era through creating a CAAA web site and on-line discussion forum. A first stage of this project had been implemented by David Bateman of St. Mary's University, beginning with a GOPHER (Minutes December 1993) to distribute course outlines and other educational material.

In 1995, \$75,000 of research funding was diverted to develop a web site (Minutes June 1995). Bateman again stepped forward to co-ordinate this project, spending part of his sabbatical getting a prototype web site operational. Through the winter of 1996-97 CICA and CAAA explored the possibility of a joint venture to develop a web site to advance accounting education. But an independent consultant's report concluded the project was not viable (Minutes February 1997) and CICA withdrew its support.

The Association is proceeding on a small scale with a basic home page (<http://www.caaa.ca>) to provide announcements to members and give static background information on the Association and its programs. In addition a listserv was established to allow the creation of on-line discussion groups related to research, education, and administrative matters (Minutes October 1999). Unfortunately, the site was produced in English only, contrary to CAAA's official bilingualism, and progress in updating material has been slow.

The relative advantage of web-based education versus more traditional face-to-face interaction in bricks-and-mortar settings is currently being debated in universities. Initial enthusiasm has given way to more cautious experimentation as the costs of technology-intensive education are becoming clearer. The same issues are arising in the CAAA's use of technology, both in terms of the costs of developing and maintaining a web site and of distributing publications electronically.

The digital age creates a double-edged sword for the Association. On one side, digital communications and the Internet allow for greater access to materials that may reduce the costs of participation and increase the membership base. But this advantage presents itself to all organizations, and larger bodies such as the AAA are better positioned to bear the large fixed costs of creating and maintaining a site. Ease of access that the Internet provides means that larger organizations can extend the market for their services. Thus the other side

of the sword is the question of whether small associations have any advantages in the materials that they provide compared with larger, competing organizations.

Canadian Accounting Perspectives

The success of *Contemporary Accounting Research* as an international journal has left unrealized many of the original aspirations for an Association journal. This problem was reflected in several surveys of members carried out over the years (e.g., Minutes June 1999). However, the CAAA executive recognized *CAR* had achieved an international reputation reflecting well on the Association. The journal had also attracted a dedicated cadre of Canadian and international academics. It would be difficult and counter-productive to change *CAR* dramatically at this point in its history. If the original hopes for an Association journal were to be achieved, a different medium would be required.

In 1999 Anne Fortin, President-elect, was appointed to chair a task force to consider publication of a second CAAA journal. There was overwhelming support for a journal that reflected the broad interests of members. The new journal would, however, require additional funding from sponsors and members. At the 2000 annual meeting an increase in membership dues was approved unanimously by members. Negotiations with the national professional bodies are ongoing. The journal is now under development with Alan Richardson as its first editor.

The journal's editorial statement is as follows:

Canadian Accounting Perspectives (CAP) is the leading forum for applied research on the discipline and practice of accounting in Canada. *CAP* will publish original research, analysis and commentary of interest to academics, practitioners, financial analysts, financial executives, regulators and accounting policy makers. Articles are sought from researchers and practitioners that address issues of relevance in a Canadian context in financial accounting and reporting, assurance services, management accounting, accounting regulation and performance measurement, information technology, tax policy and practice, accounting education, ethics and related topics.

Other Initiatives

A number of initiatives have been proposed but not yet implemented. These include a distinguished visiting lecturer position, research on the productivity of Canadian accounting academics, and programs to encourage doctoral students to become members (Minutes January 1999). The common theme to these programs is a commitment to provide leadership in improving the quality of accounting education and research in Canada. They reflect some of the Association's continuing tensions and unfulfilled aspirations.

Over the last decade, each of Canada's professional accounting bodies (CICA, CGAAC, and SMAC) has undertaken strategic planning exercises. In each case the result has been a broadening of the profession's definition of itself and the competencies that are expected of its members. It is reasonable to say that the accounting profession's ability and willingness to redefine itself has contributed to the growth and expansion of the sphere of practice over the last fifty years.

By contrast, the definition of accounting within most universities over that same period has been remarkably static. The result has been that the skills now used in accounting practice are as likely to be taught in finance, strategic management, and operations management courses as they are in accounting courses. The CAAA's vision of itself is consistent with the academic vision of accounting, but it may not be consistent with the profession's vision of itself. This may be the key issue for the CAAA and academic accounting.

Discussion

The CAAA is the current incarnation of the desire by Canadian academics and practitioners to have a body by which they can advance accounting education and research. The road to this particular organizational form has been winding and long. As we have seen, it began by using the established legitimacy and resources of the American Accounting Association to establish the Canadian Region as a co-ordinating mechanism for accounting educators and practitioners in Canada. The Canadian Region then established ties with the Canadian Association of Administrative Sciences as a means of gaining access to Canadian government funds to support academic research and conferences. This relationship also reflects the tradition in Canada of teaching accounting as part of business schools rather than in stand-alone schools of accounting.

The AAA's Canadian Region and the Accounting and MIS Division of the Canadian Association of Administrative Sciences were important tools for Canadian accountants to pursue their aspirations, but tools with limited

functionality. The Canadian Region was constrained by the desire of the parent association to maintain a centralized governance structure and to limit regions to the role of providing local conferences. The Accounting and MIS Division never developed as a functioning organization; its role was largely to provide conference space for the program organized by the Canadian Region and to facilitate access to government funding.

The CAAA thus emerged based on the membership in these two organizations – but with the desire to provide a full service association for academics and practitioners concerned with accounting education and research. The CAAA was nominally created as a means of raising funds in Canada to support the activities of the Canadian Region. It immediately became so much more than that. From the first meeting of the CAAA membership there was an obvious vision of its role in actively supporting accounting education and research activities. It would raise funds, provide fellowships (research grants), hold conferences, and publish a journal. The CAAA's creation was accompanied by a groundswell of support reflected in increased membership and active work on committees. A voluntary organization without volunteers will soon disappear; the CAAA has developed and expanded the range of its activities.

At its silver anniversary the CAAA continues to deal with many of the same issues that have exercised it over the years. The Association's intended membership is diverse and demands a wide array of services. There has always been tension between the amount of effort the CAAA focuses on developing the research capabilities of Canadian accounting academics and the effort it spends on educational initiatives. At times the Association has tried to deal with these concerns through parallel ventures, such as education conferences organized separately from the more research-intensive conferences. At other times it has attempted to integrate these issues, as in Bill Scott's proposal to include an education section in *CAR*. Tensions have also arisen between the need to serve the Canadian academic community and the desire to hold the Association's activities and publications to world-class standards.

These tensions have been a source of creative energy: they are never resolved but they are what draws members and motivates volunteers to provide countless hours of labour. In the end, they are the context that defines the CAAA.

Phil Creighton (Newsletter August 1996) provided a tongue-in-cheek history of the CAAA on its twentieth anniversary, interspersed with some serious observations on the state of the Association. His final paragraph bears repeating:

In the last twenty years the CAAA has made a gallant and quite successful effort to solve the problems its founders identified. But in the meantime the academic and accounting worlds have changed and changed completely. All the old certainties have gone. You and me and the CAAA will need to go back and struggle with the “why” questions. Why academic accounting? Why accounting research? Questions many of us thought were answered. If uncertainty is opportunity, there will be lots to spare in the next twenty years! Good luck to all of us.

✦ ✦ ✦

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Newsletters

**Appendix 1:
CAAA Committee Membership Lists**

A. Executive Committee

	2000-2001	1999-2000	1998-1999	1997-1998	1996-1997	1995-1996
President	Anne Fortin UQAM	J. Efrim Boritz Waterloo	David H. Bateman Saint Mary's	Howard D. Teall Wilfrid Laurier	Réal Labelle HEC	Daniel B. Thornton Queen's
Past President	J. Efrim Boritz Waterloo	David H. Bateman Saint Mary's	Howard D. Teall Wilfrid Laurier	Réal Labelle HEC	Daniel B. Thornton Queen's	V. Bruce Irvine Saskatchewan
President Elect	Michel Guindon HEC	Anne Fortin UQAM	J. Efrim Boritz Waterloo	David H. Bateman Saint Mary's	Howard D. Teall Wilfrid Laurier	Réal Labelle UQAM
Vice President	Lynda Carson CGA-Canada	William J.L. Swirsky CICA	William J.L. Swirsky CICA	Lois D. Etherington Simon Fraser	Lois D. Etherington Simon Fraser	Lois D. Etherington Simon Fraser
Vice President	Wendy D. Rotenberg Toronto	Wendy D. Rotenberg Toronto	Anne Fortin UQAM	Anne Fortin UQAM	Benoît Boyer Laval	Benoît Boyer Laval
Vice President Finance	David W. Senkow Regina	David W. Senkow Regina	Michael E. Wright Calgary	Michael E. Wright Calgary	Pierre Prémont Parc techno. du Qué métropolitain	Pierre Prémont Parc techno. du Qué métropolitain
Secretary	Todd Scaletta CMA Manitoba	Todd Scaletta CMA Manitoba	Richard Michalski CMA Canada	Richard Michalski CMA Canada	Richard Michalski CMA Canada	Richard Michalski CMA Canada
Treasurer	Tim Forristal CICA	Martyne Boutot CGA-Canada	Martyne Boutot CGA-Canada	Stephen H. Spector CGA-Canada	Stephen H. Spector CGA-Canada	Stephen H. Spector CGA-Canada

	1994-1995	1993-1994	1992-1993	1991-1992	1990-1991	1989-1990	1988-1989
President	V. Bruce Irvine Saskatchewan	Patricia L. O'Malley* KPMG	Jean-Guy Rousseau* HEC	Nabil S. Elias* Manitoba	C. Derek Acland* Concordia	Samuel H. Jopling* Saint Mary's	Irene M. Gordon* Simon Fraser
Past President	Patricia L. O'Malley KPMG	Jean-Guy Rousseau* HEC	Nabil S. Elias* Manitoba	C. Derek Acland* Concordia	Samuel H. Jopling* Saint Mary's	Irene M. Gordon* Simon Fraser	Yvon Houle* UQAM
President Elect	Daniel B. Thornton Queen's	V. Bruce Irvine* Saskatchewan	Patricia L. O'Malley* KPMG	Jean-Guy Rousseau* HEC	Nabil S. Elias* Manitoba	C. Derek Acland* Concordia	John R. Hanna* Waterloo
Vice President	Lois D. Etherington Simon Fraser	Réal Labelle - UQAM	Teresa Anderson* Ottawa	Teresa Anderson* Ottawa	Jean-Guy Rousseau* HEC	Réjean Belzile UQAM	Michael J. Ashby Touche Ross
Vice President	Réal Labelle UQAM	Dan A. Simunic* UBC	Dan A. Simunic UBC	Howard M. Armitage* Waterloo	Daniel B. Thornton* Calgary	Nabil S. Elias* Manitoba	Nabil S. Elias* Manitoba
Vice President	Howard M. Armitage Waterloo	Howard M. Armitage*~ Waterloo	Howard M. Armitage*~ Waterloo	Patricia L. O'Malley~ KPMG	Patricia L. O'Malley KPMG	Patricia L. O'Malley* KPMG	Andrée Lafortune* HEC
Secretary	Patrick Culhane CMA Canada	Patrick Culhane CMA Canada	V. Bruce Irvine Saskatchewan	Keith B. Scott CGA-Canada	Keith B. Scott CGA-Canada	Milou Erickson CMA Canada	Milou Erickson CMA Canada
Treasurer	Ron Salole CICA	Ron Salole CICA	Ron Salole CICA	Ron Salole CICA	David J. Moore Ron Salole CICA	David J. Moore CICA	David J. Moore CICA

* Members of the Board of Directors ~ Vice President - Finance

	1987-1988	1986-1987	1985-1986	1984-1985	1983-1984	1982-1983
President	Yvon Houle* UQAM	J. Alex Milburn* Clarkson Gordon	Leonard J. Brooks* Toronto	Michael Gibbins* Alberta	Gilles Chevalier* Charette, Fortier, Hawey	W. John Brennan* Saskatchewan
Past President	J. Alex Milburn* Clarkson Gordon	Leonard J. Brooks* Toronto	Michael Gibbins* Alberta	Gilles Chevalier* Touche Ross	W. John Brennan* Saskatchewan	Alister K. Mason Deloitte, Haskins & Sells
President Elect	Irene M. Gordon* Simon Fraser	Yvon Houle* UQAM	J. Alex Milburn* Clarkson Gordon	Leonard J. Brooks* Toronto	Michael Gibbins* Alberta	Gilles Chevalier* Charette, Fortier, Hawey
Vice President	Michael J. Ashby Touche Ross	Michael J. Ashby Touche Ross	Robert W. Davis Peat, Marwick, Mitchell	Donald MacCharles* New Brunswick	Donald MacCharles New Brunswick	Michael Gibbins* Alberta
Vice President	John R. Hanna* Waterloo	George C. Baxter* Saskatchewan	George C. Baxter* Saskatchewan	Jacques Fortin* HEC	William Broadhurst* Price Waterhouse	William Broadhurst* Price Waterhouse
Vice President	Andrée Lafortune* HEC	Jacques Fortin* HEC	Jacques Fortin* HEC	Robert W. Davis* Peat, Marwick, Mitchell	Yvon Houle* HEC	Yvon Houle* HEC
Secretary	Milou. Erickson CMA Canada	Milou. Erickson CMA Canada	Thomas C. Abbott CGA-Canada	Thomas C. Abbott CGA-Canada	Thomas C. Abbott CGA-Canada	William E. Langdon SMA Canada
Treasurer	David J. Moore CICA	David J. Moore CICA	David J. Moore CICA	David J. Moore CICA	Leonard J. Brooks Toronto	Leonard J. Brooks Toronto

* Members of the Board of Directors

	1981-1982	1980-1981	1979-1980	1978-1979	1977-1978	Jan.-June 1977
President	Alister K. Mason* Deloitte Haskins & Sells	J. David Blazouske* Manitoba	John H. Waterhouse* Alberta	L. S. (Al) Rosen* York	L. S. (Al) Rosen* York	Daniel L. McDonald* Simon Fraser
Past President	J. David Blazouske* Manitoba	John H. Waterhouse* Alberta	L. S. (Al) Rosen* York	n/a	n/a	n/a
President Elect	W. John Brennan* Saskatchewan	Alister K. Mason* Deloitte Haskins & Sells	J. David Blazouske* Manitoba	John H. Waterhouse Alberta	n/a	n/a
Vice President	Gilles Chevalier* Touche Ross	Gilles Chevalier* Touche Ross	Gilles Chevalier* Touche Ross	J. David Blazouske Manitoba	Daniel L. McDonald* Simon Fraser	Harvey Mann* Concordia
Vice President	Kenneth S. Gunning* Thorne Riddell	Kenneth S. Gunning* Thorne Riddell	Ray G. Harris* Deloitte Haskins & Sells	Ray G. Harris Deloitte Haskins & Sells	n/a	n/a
Vice President	Michael Gibbins Deloitte Haskins & Sells	Michael Gibbins British Columbia	C. Alfred Prentice Calgary	C. Alfred Prentice Calgary	n/a	n/a
Vice President	Yvon Houle UQTR	Leonard J. Brooks Toronto	Sanjoy (Joe) Basu McMaster	John H. Waterhouse* Alberta	n/a	n/a
Secretary	Robert J. Gayton Peat Marwick Mitchell	J. Alex Milburn Clarkson Gordon	Alister K. Mason Deloitte Haskins & Sells	n/a	n/a	n/a
Treasurer	Leonard J. Brooks Toronto	Harvey Mann Concordia	Harvey Mann Concordia	Harvey Mann* Concordia (1)	Harvey Mann* ** Concordia (1)	L. S. (Al) Rosen* York (1) (3)
			J. Alex Milburn Clarkson Gordon (2)	W. John Brennan Saskatchewan (3)	John H. Waterhouse* Alberta (3)	

* Members of the Board of Directors; May 1979: Directors (5): President, President-elect, Treasurer, plus two from outside academe.

(1) Secretary-Treasurer. (2) Chair of the Advisory Committee. (3) Programme Chair.

May 1979: The Head Office was c/o Professor C. Al Prentice, Faculty of Management, University of Calgary

B. Nominations Committee

2000-2001	1999-2000	1998-1999	1997-1998	1996-1997	1995-1996	1994-1995	1993-1994
J. Efrim Boritz* Waterloo	David H. Bateman* Saint Mary's	Howard D. Teall* Wilfrid Laurier	Réal Labelle* HEC	V. Bruce Irvine* Saskatchewan	V. Bruce Irvine* Saskatchewan	Patricia L. O'Malley* KPMG	Jean-Guy Rousseau* HEC
James C. Gaa Alberta	John Friedlan York	Cheryl McWatters McGill	Gary M. Entwistle Saskatchewan	Lois D. Etherington Simon Fraser	Patricia L. O'Malley KPMG	Michel Legault Laval	Nabil S. Elias Manitoba
David H. Bateman Saint Mary's	Eldon Gardner Lethbridge	Suzanne Paquette Laval	Julien Bilodeau UQAM	Michel Magnan HEC	Cynthia V. Simmons Calgary	Eileen Pike Brunswick	Jean Bédard Laval
n/a	n/a	n/a	n/a	Barbara A. Trenholm New Brunswick	Barbara A. Trenholm New Brunswick	William R. Scott Waterloo	Eileen Pike New Brunswick
Michel Guindon** HEC	Anne Fortin** UQAM	J. Efrim Boritz** Waterloo	David H. Bateman** Saint Mary's	Howard D. Teall** Wilfrid Laurier	Réal Labelle** UQAM	Daniel B. Thornton** Queen's	Bruce Irvine** Saskatchewan

* Chair ** Ex Officio

1992-1993	1991-1992	1990-1991	1989-1990	1988-1989	1987-1988	1986-1987	1985-1986
Nabil S. Elias* Manitoba	C. Derek Acland* Concordia	Samuel H. Jopling* Saint Mary's	Irene M. Gordon* Simon Fraser	Yvon Houle* UQAM	J. Alex Milburn* Clarkson Gordon	Gerald A. Feltham* British Columbia	Michael Gibbins* Alberta
Patricia L. O'Malley KPMG	Jean-Guy Rousseau HEC	Nabil S. Elias Manitoba	C. Derek Acland Concordia	John R. Hanna Waterloo	Irene M. Gordon Simon Fraser	Gilles Chevalier Touche Ross	J. Alex Milburn Clarkson Gordon
C. Derek Acland Concordia	Irene M. Gordon Simon Fraser	Irene M. Gordon Simon Fraser	Michael Gibbins Alberta	Michael Gibbins Alberta	Robert H. Crandall Queen's	Howard Lyons Deloitte, Haskins & Sells	Robert H. Crandall Queen's
Jean Bédard Laval	J. Alex Milburn Ernst & Young	Yvon Houle UQAM	Yvon Houle UQAM	Alister K. Mason Deloitte, Haskins & Sells	Robert Faille HEC	William R. Scott Waterloo	Donald Carter Inst. of CAs of B.C.
William R. Scott Waterloo	John H. Waterhouse Waterloo	J. Alex Milburn Ernst & Young	Alister K. Mason Deloitte, Haskins & Sells	George J. Murphy Saskatchewan	George J. Murphy Saskatchewan	John H. Waterhouse Alberta	George Gorelik UBC

* Chair ** Ex Officio

1984-1985	1983-1984	1982-1983	1981-1982	1980-1981	1979-1980	1978-1979	1977-1978
Gilles Chevalier* Touche Ross	W. John Brennan* Saskatchewan	Alister K. Mason* Deloitte, Haskins & Sells	J. David Blazouske* Manitoba	John H. Waterhouse* Alberta	John H. Waterhouse Alberta, as CAAA President		John H. Waterhouse Alberta
Michael Gibbins Alberta	Michael Gibbins Alberta	Gilles Chevalier Charette, Fortier, Hawey	W. John Brennan Saskatchewan	J. David Blazouske Manitoba	L. S. (Al) Rosen York as CAAA Past-President	L. S. (Al) Rosen York	L. S. (Al) Rosen York
Donald MacCharles New Brunswick	Jean-Guy Rousseau HEC	Leonard G. Eckel Waterloo	Lloyd R. Amey McGill	Alister K. Mason Deloitte Haskins & Sells	J. David Blazouske Manitoba as CAAA President-Elect	Alister K. Mason Deloitte Haskins & Sells	Ray G. Harris Deloitte Haskins & Sells
Leonard J. Brooks Toronto	Robert H. Crandall Queen's	Robert Faille HEC	Leonard G. Eckel Waterloo		J. Alex Milburn Clarkson Gordon as Chair Advisory Ctee	J. Alex Milburn Clarkson Gordon	Harvey Mann Concordia
Robert W. Davis Peat, Marwick, Mitchell	George Gorelik UBC	George Gorelik UBC	Yvon Houle UQTR				

* Chair

C. Award Selection Committees

2000-2001	1999-2000	1998-1999	1997-1998	1996-1997	1995-1996	1994-1995
L. S. Rosen Outstanding Educator Award						
Irene M. Gordon* Simon Fraser	Dean Neu* Calgary	Leonard J. Brooks* Toronto	Leonard J. Brooks* Toronto	Cheryl S. McWatters* McGill	Cheryl S. McWatters* McGill	Thomas H. Beechy* York
Leo T. Gallant Saint Francis Xavier	Gaétan Breton UQAM	Michael Gibbins Alberta	Michael Gibbins Alberta	Lawrence Gould Manitoba	Lawrence Gould Manitoba	Francine Gélinas UQAM
Linda Thorne York	Jane Craighead McGill	Anne Fortin UQAM	Daniel Zéghal Ottawa	Leonard J. Brooks Toronto	Daniel Zéghal Ottawa	Irene M. Herremans Calgary
	Teri Shearer Queen's					
Haim Falk Award for Distinguished Contribution to Accounting Thought						
James C. Gaa Alberta	Wally Smieliauskas* Toronto	William R. Scott* Waterloo	Alan J. Richardson* Queen's	Gerald A. Feltham* UBC	Gerald A. Feltham* British Columbia	T. Ross Archibald Western Ontario
Stephen Spector CGA-Canada		John D. Gunn Doane Raymond	John D. Gunn Doane Raymond	Stephen J. Aldersley Ernst & Young	Stephen J. Aldersley Ernst & Young	Alister K. Mason Deloitte & Touche
Daniel Zéghal, Ottawa		Denis Cormier UQAM	Denis Cormier UQAM	Wally Smieliauskas Toronto	James C. Gaa Alberta	Michel L. Magnan UQAM

* Chair

1993-1994	1992-1993	1991-1992	1990-1991	1989-1990	1988-1989
L. S. Rosen Outstanding Educator Award					
Daniel B. Thornton* Queen's	John R. Hanna* Waterloo	Joel H. Amernic* Toronto	Réjean Brault* UQAM	Réjean Brault** UQAM	Doria Tremblay* Laval
Denis Cormier UQAM	Denis Cormier UQAM	Daniel B. Thornton Calgary	Joel H. Amernic Toronto	Carol Loughrey Office of the Controller, Prov. of NB	W. John Brennan Saskatchewan
Michael Gibbins Alberta	Daniel B. Thornton Calgary	Francine Gélinas UQAM	John R. Hanna Waterloo	Doria Tremblay Laval	Daniel L. MacDonald Simon Fraser
Haim Falk Award for Distinguished Contribution to Accounting Thought					
Irene M. Gordon* Simon Fraser	George J. Murphy* Saskatchewan	G. Richard Chesley* Saint Mary's	Andrews Oppong* Dalhousie	Robert H. Crandall* Queen's	William R. Scott* Waterloo
Alister K. Mason Deloitte & Touche	Irene M. Gordon Simon Fraser	Jean Bédard Laval	G. Richard Chesley Saint Mary's	Gilles Chevalier Charette, Fortier Hawey	Patricia L. O'Malley Peat Marwick Thorne
Ross M. Skinner Toronto (Retired)	Ross M. Skinner Toronto (Retired)	Ross M. Skinner Toronto (Retired)	Gilles Chevalier Deloitte & Touche	Andrews Oppong Dalhousie	Andrews Oppong Dalhousie
n/a	n/a	n/a	n/a	n/a	Van The Nhut HEC
n/a	n/a	n/a	n/a	n/a	John H. Waterhouse Alberta

* Chair ** Replaced Chair Lawrence Gould (U. of Manitoba) who had to resign

1987-1988	1986-1987	1985-1986	1984-1985	1983-1984	1982-1983
L. S. Rosen Outstanding Educator Award					
Thomas H. Beechy* York	Roger S. Smith* Alberta	Roger S. Smith* Alberta	Roger S. Smith* Alberta	Ross M. Skinner* Clarkson Gordon	Ross M. Skinner* Clarkson Gordon
W. John Brennan Saskatchewan	Thomas H. Beechy York	Peter D. Chant Touche, Ross	J. Alex Milburn Clarkson Gordon	Roger S. Smith Alberta	Roger S. Smith Alberta
Doria Tremblay Laval	Yves-Aubert Côté HEC	Yves-Aubert Côté HEC	Yves-Aubert Côté HEC	Fernand Sylvain Laval	Fernand Sylvain Laval
Haim Falk Award for Distinguished Contribution to Accounting Thought					
Gilles Chevalier* Charette, Fortier Hawey	Gerald A. Feltham* UBC				
Patricia L. O'Malley Peat Marwick Thorne	Gilles Chevalier Charette, Fortier Hawey				
William R. Scott Waterloo	Howard Lyons Deloitte, Haskins & Sells				
Daniel B. Thornton Toronto	William R. Scott Waterloo				
John H. Waterhouse Alberta	John H. Waterhouse Alberta				

* Chair

D. Chairs of Other Committees and Editorships

	2000-2001	1999-2000	1998-1999	1997-1998	1996-1997	1995-1996	1994-1995
Education Committee	Michel Guindon HEC	Maurice Gosselin Laval	John M. Friedlan York	John M. Friedlan York	David H. Bateman Saint Mary's	David H. Bateman Saint Mary's	David H. Bateman Saint Mary's
Research Committee	Duane B. Kennedy Waterloo	David J. Cooper Alberta	David J. Cooper Alberta	David J. Cooper Alberta	David J. Cooper Alberta	James C. Gaa Alberta	James C. Gaa Alberta
Membership Committee	Joan D. Conrod St. Mary's	Louise Martel HEC	Louise Martel HEC	J. Efrim Boritz Waterloo	J. Efrim Boritz Waterloo	Howard D. Teall Wilfrid Laurier	Howard D. Teall Wilfrid Laurier
CAAA Conferences Coordinator*	n/a	Glenn Feltham Saskatchewan	Glenn Feltham Wilfrid Laurier				
Conference Local Arrangements	Michael Wright Calgary	Nicola Young St. Mary's	Duane B. Kennedy Waterloo	W. Daryl Lindsay Saskatchewan	Gary M. Entwistle Saskatchewan	Gaétan Breton UQAM	Gaétan Breton UQAM
Exposure Draft Ctee Financial Accounting	Toni L. Nelson Lethbridge	Leonard G. Eckel Waterloo	Gerald Trites Saint Francis Xavier	William R. Scott Waterloo	William R. Scott Waterloo	William R. Scott Waterloo	Louise Martel HEC
Exposure Draft Ctee Management Accounting	Jeffrey Power Saint Mary's	Teresa Libby Wilfrid Laurier	Donald H. Drury McGill	Donald H. Drury McGill	Donald H. Drury McGill	Paul Victor Paré Laval	Esther Deutsch Ryerson
Exposure Draft Committee Auditing	Janet Morrill Manitoba	Steven E. Salterio Waterloo	Thomas T. Cheng Saint Mary's	Morina D. Rennie Regina	Morina D. Rennie Regina	Morina D. Rennie Regina	W. Morley Lemon Waterloo
Exposure Draft Ctee Public Sector	Jennifer L. Kao Alberta	Johanne Turbide HEC	Johanne Turbide HEC	George C. Baxter Saskatchewan	George C. Baxter Saskatchewan	George C. Baxter Saskatchewan	George C. Baxter Saskatchewan

	2000-2001	1999-2000	1998-1999	1997-1998	1996-1997	1995-1996	1994-1995
CAR Editor	Gordon D. Richardson, Waterloo	Gerald A. Feltham & Dan A. Simunic UBC	Gerald A. Feltham & Dan A. Simunic UBC	Gerald A. Feltham & Dan A. Simunic UBC	Lane A. Daley Alberta	Lane A. Daley Alberta	Michael Gibbins Alberta
CAP Editor	Alan J. Richardson Queen's	n/a	n/a	n/a	n/a	n/a	n/a
Newsletter Editor	Esther Deutsch Ryerson	Janet Morrill Manitoba	Janet Morrill Manitoba	J. Paul-Émile Roy CICA	J. Paul-Émile Roy CICA	J. Paul-Émile Roy CICA	Stephen H. Spector CGA-Canada
CICA Accounting Standards Board (1) / Accounting Standards Oversight Council (2)	J. Efrim Boritz Waterloo (2)	n/a	n/a	n/a	n/a	n/a	J. Efrim Boritz Waterloo (1)

* In 1997, the BOD withdrew as a member of the Board of Directors the position of "Annual Conference Committee Chair" and replaced it with the position of "CAAA Conferences Co-ordinator" with a term of two years. In 1998, Glenn Feltham was the first to be appointed to this position.

	1993-1994	1992-1993	1991-1992	1990-1991	1989-1990	1988-1989
Education Committee	David H. Bateman Saint Mary's	Tony P. Dimnik Western Ontario	Tony P. Dimnik Western Ontario	Eldon Gardner Lethbridge	Eldon Gardner Lethbridge	C. Derek Acland Concordia
Research Committee	James C. Gaa McMaster	James C. Gaa McMaster	Dan A. Simunic UBC	Dan A. Simunic UBC	Michel Legault Laval	Michel Legault Laval
Membership Committee	Howard D. Teall Wilfrid Laurier	Stephen H. Spector CGA-Canada	V. Bruce Irvine Saskatchewan	V. Bruce Irvine Saskatchewan	Keith B. Scott CGA-Canada	Keith B. Scott CGA-Canada
CAAA Conference Ctee	Dean Neu Calgary	Howard D. Teall Wilfrid Laurier	Gordon D. Richardson Waterloo	Alan J. Richardson Queen's	Zelma Rebmann- Huber Simon Fraser	Jean Bédard Laval
Conference Local Arrangements	Dean Neu Calgary	Jacques Maurice Carleton.	David Adams PEI	John J. Williams Queen's	James Cutt Victoria	
CAAA Conference Admin.	n/a	n/a	M. Vittoria Fortunato Toronto	n/a	n/a	n/a
Exposure Draft Ctee Accounting	Louise Martel HECI	Louise Martel HEC	Diane Paul HEC	Diane Paul HEC	Diane Paul HEC	George C. Baxter Saskatchewan
Exposure Draft Ctee Auditing	W. Morley Lemon Waterloo	W. Morley Lemon Waterloo	W. Morley Lemon Waterloo	W. Morley Lemon Waterloo	W. Morley Lemon Waterloo	W. Morley Lemon Waterloo

	1993-1994	1992-1993	1991-1992	1990-1991	1989-1990	1988-1989
CAR Editor	Michael Gibbins Alberta	Michael Gibbins Alberta	William R. Scott Waterloo	William R. Scott Waterloo	William R. Scott Waterloo	Haim Falk McMaster
Newsletter Editor	Stephen H. Spector CGA-Canada	Jeffrey Kantor	Eileen Pike New Brunswick	Eileen Pike New Brunswick	Eileen Pike New Brunswick	Samuel H. Jopling Saint Mary's
Publications Editor	n/a	M. Vittoria Fortunato Toronto	M. Vittoria Fortunato Toronto	M. Vittoria Fortunato Toronto	M. Vittoria Fortunato Toronto	M. Vittoria Fortunato Toronto
Secretariat Co-ordinator	n/a	Wally Smieliauskas Toronto	Wally Smieliauskas Toronto	Wally Smieliauskas Toronto	Wally Smieliauskas Toronto	Wally Smieliauskas Toronto

	1987-1988	1986-1987	1985-1986	1984-1985	1983-1984	1982-1983
Education Committee	C. Derek Acland Concordia U	Anne Fortin UQAM	W. Morley Lemon Waterloo	W. Morley Lemon Waterloo	Ross A. Denham Alberta	Ross A. Denham Alberta
Research Committee	Daniel B. Thornton Toronto	Daniel B. Thornton Toronto	William R. Scott Waterloo	William R. Scott Waterloo	William R. Scott Waterloo	William R. Scott Waterloo
Membership Committee	Wally Smieliauskas Toronto	David A. Hope Doane Raymond	David A. Hope Saint Mary's	C. Derek Acland Concordia	C. Derek Acland Carleton & Robert Faille HEC	Nadi Chlala UQAM
CAAA Conference Cttee	Jeffrey Kantor Windsor	Wally Smieliauskas Toronto	George C. Baxter Saskatchewan	Pierre Royer HEC	William R. Scott Waterloo	Michael Gibbins Alberta
Conference Local Arrangements		A. William Richardson McMaster	Murray W. Hilton Manitoba			
Exposure Draft Ctee Accounting	George C. Baxter Saskatchewan	George C. Baxter Saskatchewan	George C. Baxter Saskatchewan	Wayne Hopkins(1) Regina	Wayne Hopkins(1) Regina	W. John Brennan Saskatchewan
Exposure Draft Ctee Auditing	W. Morley Lemon Waterloo	W. Morley Lemon Waterloo	W. Morley Lemon Waterloo	n/a	n/a	n/a
CAR Editor	Haim Falk McMaster.	Haim Falk McMaster	Haim Falk Calgary	Haim Falk Calgary	n/a	n/a
Newsletter Editor	Samuel H. Jopling Saint Mary's	Irene M. Gordon Simon Fraser	Joel H. Amernic Toronto	Carol K. Snider Clarkson Gordon	Carol Clarke Clarkson Gordon	A. William Richardson McMaster
Publications Editor	M. Vittoria Fortunato Toronto	M. Vittoria Fortunato Toronto	n/a	n/a	n/a	n/a

(1) There was only one Exposure Draft Committee until 1985.

Committees	1981-1982	1980-1981	1979-1980	1978-1979	1977-1978
Education Committee	Yvon Houle UQTR	Michael Gibbins British Columbia	C. Alfred Prentice Calgary	J. David Blazouske Manitoba	n/a
Research Committee	William R. Scott Queen's	Gerald A. Feltham British Columbia	Sanjoy (Joe) Basu McMaster	C. Alfred Prentice Calgary	T. Ross Archibald Western Ontario
Membership Committee	Nadi Chlala UQAM	W. John Brennan Saskatchewan	W. John Brennan* Saskatchewan	Ray G. Harris Deloitte Haskins & Sells	C. Alfred Prentice Calgary
Exposure Draft Committee	George Gorelik UBC John R. Hanna Waterloo	George J. Murphy Saskatchewan	W. Morley Lemon* McMaster	John H. Waterhouse Alberta Paul R. Graul Alberta	L. S. (Al) Rosen York
CAAA Conference Committee	C. Derek Acland Carleton Reynald Maheu Ottawa	Samuel H. Jopling Saint Mary's	G. Richard Chesley* Saint Mary's	W. John Brennan Saskatchewan	John H. Waterhouse Alberta
Director of Publications / Newsletter Editor	Newsletter Co-editors: Claude P. Lanfrancioni St. Francis Xavier A. William Richardson McMaster	Newsletter Co-editors: Claude P. Lanfrancioni St. Francis Xavier Doria Tremblay Laval	Claude P. Lanfrancioni* St. Francis Xavier Doria Tremblay* Laval	W. Morley Lemon McMaster Pierre Royer HEC	John Butterworth John H. Waterhouse Alberta Barry E. Hicks Western Ontario

* Members of the Administrative Committee in addition to all members of the Executive Committee.

In 1977-1978, the following additional committees were headed as follows: Research Liaison: Barry E. Hicks, Western Ontario; Manuscript Award: Daniel L. McDonald, Simon Fraser; Fundraising: L. S. (Al) Rosen, York; Fellowships: Henry A. Kennedy, Alberta; Data Base: Albert S. Dexter, UBC; Policies, Procedures and Structure: Daniel L. McDonald, Simon Fraser. Harvey Mann, Concordia headed the Data Base committee for 1978-1979.

E. Professional Organization Liaison Committees

2000-2001	1999-2000	1998-1999	1997-1998	1996-1997	1995-1996	1994-1995
CGA-Canada/CAAA Liaison Committee						
Anne Fortin UQAM	J. Efrim Boritz Waterloo	David H. Bateman Saint Mary's	Howard D. Teall Wilfrid Laurier	Réal Labelle UQAM	Daniel B. Thornton Queen's	V. Bruce Irvine Saskatchewan
Michel Guindon HEC	Anne Fortin UQAM	J. Efrim Boritz Waterloo	David H. Bateman Saint Mary's	Howard D. Teall Wilfrid Laurier	Réal Labelle UQAM	Daniel B. Thornton Queen's
George R. Kanaan Concordia	Alan J. Richardson Queen's	Raymond Morissette HEC	Egbert McGraw Moncton	Egbert McGraw Moncton	Egbert McGraw Moncton	Michel Guindon HEC
Duane B. Kennedy, as Chair, Research	David J. Cooper as Chair, Research	David J. Cooper as Chair, Research	David J. Cooper as Chair, Research	Denis Cormier UQAM	Mohamed E. Ibrahim Concordia	Mohamed E. Ibrahim Concordia
CICA/CAAA Liaison Committee						
Anne Fortin UQAM	J. Efrim Boritz Waterloo	David H. Bateman Saint Mary's	Howard D. Teall Wilfrid Laurier	Réal Labelle UQAM	Daniel B. Thornton Queen's	V. Bruce Irvine Saskatchewan
Michel Guindon HEC	Anne Fortin UQAM	J. Efrim Boritz Waterloo	David H. Bateman Saint Mary's	Howard D. Teall Wilfrid Laurier	Réal Labelle UQAM	Daniel B. Thornton Queen's
Michel Magnan HEC	Michel Magnan HEC	Michel Magnan HEC	Michel Magnan HEC	Michel Magnan HEC	Michel Magnan UQAM	Michel Magnan UQAM
Robert Mathieu Wilfrid Laurier	Teresa Anderson Ottawa	Teresa Anderson Ottawa	Teresa Anderson Ottawa	Teresa Anderson Ottawa	Gordon D. Richardson Waterloo	Gordon D. Richardson Waterloo

2000-2001	1999-2000	1998-1999	1997-1998	1996-1997	1995-1996	1994-1995
CMA Canada/CAAA Liaison Committee						
Anne Fortin HEC	J. Efrim Boritz Waterloo	David H. Bateman Saint Mary's	Howard D. Teall Wilfrid Laurier	Réal Labelle UQAM	Daniel B. Thornton Queen's	V. Bruce Irvine Saskatchewan
Michel Guindon HEC	Anne Fortin UQAM	J. Efrim Boritz Waterloo	David H. Bateman Saint Mary's	Howard D. Teall Wilfrid Laurier	Réal Labelle UQAM	Daniel B. Thornton Queen's
Barbara J. Sainty Western Ontario	Barbara J. Sainty Western Ontario	Barbara J. Sainty Western Ontario	Barbara J. Sainty Western Ontario	Barbara J. Sainty Western Ontario	Hughes Boisvert HEC	Hughes Boisvert HEC
Michel Blanchette UQAH	Julien Bilodeau UQAM	Julien Bilodeau UQAM	Nabil S. Elias Manitoba	Nabil S. Elias Manitoba	Nabil S. Elias Manitoba	John H. Waterhouse Waterloo

1993-1994	1992-1993	1991-1992	1990-1991	1989-1990	1988-1989
CGAAC/CAAA Liaison Committee					
Patricia L. O'Malley KPMG	Jean-Guy Rousseau HEC	Nabil S. Elias Manitoba	C. Derek Acland Concordia	Samuel H. Jopling Saint Mary's	Irene M. Gordon Simon Fraser
V. Bruce Irvine Saskatchewan	Patricia L. O'Malley KPMG	Jean-Guy Rousseau HEC	Nabil S. Elias Manitoba	C. Derek Acland Concordia	John R. Hanna Waterloo
Michel Guindon HEC	Michel Guindon HEC	Daniel Zégha Ottawa	Daniel Zéghal Ottawa	Daniel Zéghal Ottawa	Farhad Simyar Concordia
Mohamed Ibrahim Concordia	Alan J. Richardson Queen's	Alan J. Richardson Queen's	Alan J. Richardson Queen's	Michael Zin Windsor	Michael Zin Windsor
CICA/CAAA Liaison Committee					
Patricia L. O'Malley KPMG	Jean-Guy Rousseau HEC	Nabil S. Elias Manitoba	C. Derek Acland Concordia	Samuel H. Jopling Saint Mary's	Irene M. Gordon Simon Fraser
V. Bruce Irvine Saskatchewan	Patricia L. O'Malley KPMG	Jean-Guy Rousseau HEC	Nabil S. Elias Manitoba	C. Derek Acland Concordia	John R. Hanna Waterloo
Ross A. Denham Alberta	Ross A. Denham Alberta	Ross A. Denham Alberta	Ross M. Skinner Toronto	Ross M. Skinner Toronto	Ross M. Skinner Toronto
Michel Magnan UQAM	Aline Girard HEC	Aline Girard HEC	Aline Girard HEC	Jean-Guy Rousseau HEC	Gordon D. Richardson Waterloo

1993-1994	1992-1993	1991-1992	1990-1991	1989-1990	1988-1989
SMAC/CAAA Liaison Committee					
Patricia L. O'Malley KPMG	Jean-Guy Rousseau HEC	Nabil S. Elias Manitoba	C. Derek Acland Concordia	Samuel Jopling Saint Mary's	Irene M. Gordon Simon Fraser
V. Bruce Irvine Saskatchewan	Patricia L. O'Malley KPMG	Jean-Guy Rousseau HEC	Nabil S. Elias Manitoba	C. Derek Acland Concordia	John R. Hanna Waterloo
Hughes Boisvert HEC		William A. Richardson Brock	William A. Richardson Brock	William A. Richardson Brock	
John H. Waterhouse Waterloo	Helen McDonough UQAM	Helen McDonough UQAM	Helen McDonough UQAM	Nadi Chlala UQAM	Nadi Chlala UQAM

1987-1988	1986-1987	1985-1986	1984-1985	1983-1984	1982-1983
CGAAC/CAAA Liaison Committee					
Yvon Houle UQAM	J. Alex Milburn Clarkson Gordon	Leonard J. Brooks Toronto	Michael Gibbins Alberta	W. John Brennan Saskatchewan	W. John Brennan Saskatchewan
	Yvon Houle UQAM	J. Alex Milburn Clarkson Gordon	Leonard J. Brooks Toronto		Alister K. Mason Deloitte, Haskins & Sells
Farhad Simyar Ottawa	Farhad Simyar Ottawa	Yvon Houle UQAM	Yvon Houle UQTR	Yvon Houle UQTR	Yvon Houle UQTR
Irene M. Gordon Simon Fraser	Irene M. Gordon Simon Fraser	Irene M. Gordon Simon Fraser	Irene M. Gordon Simon Fraser	George Gorelik British Columbia	George Gorelik British Columbia
			W. John Brennan Saskatchewan	Irene M. Gordon Simon Fraser	J. David Blazouske Manitoba
CICA/CAAA Liaison Committee					
Yvon Houle UQAM	J. Alex Milburn Clarkson Gordon	Leonard J. Brooks Toronto	Michael Gibbins Alberta	Michael Gibbins Alberta	W. John Brennan Saskatchewan
Irene M. Gordon Simon Fraser	Yvon Houle UQAM	J. Alex Milburn Clarkson Gordon	Leonard J. Brooks Toronto	Leonard J. Brooks Toronto	Michael Gibbins Alberta
T. Ross Archibald Western Ontario	T. Ross Archibald Western Ontario	C. Derek Acland Concordia	C. Derek Acland Concordia	C. Derek Acland Carleton	C. Derek Acland Carleton
Gordon D. Richardson McMaster	Gordon D. Richardson British Columbia	Ahmed Naciri UQAM	Ahmed Naciri UQAM	Ahmed Naciri UQAM	Gilles Chevalier Charette, Fortier, Hawey & Cie
	Yvon Houle UQAM				Leonard J. Brooks Toronto

1987-1988	1986-1987	1985-1986	1984-1985	1983-1984	1982-1983
SMAC/CAAA Liaison Committee					
Yvon Houle UQAM	J. Alex Milburn Clarkson Gordon	Leonard J. Brooks Toronto	Michael Gibbins Alberta	Gilles Chevalier Charette, Fortier, Hawey & Cie	Ron Gorlich
Irene M. Gordon Simon Fraser	Yvon Houle UQAM	J. Alex Milburn Clarkson Gordon	Leonard J. Brooks Toronto		Gilles Chevalier Charette, Fortier, Hawey & Cie
Howard M. Armitage Waterloo	Howard M. Armitage Waterloo	Gilles Chevalier Touche Ross & Co.	Gilles Chevalier Touche Ross & Co.	Paul V. Dunmore Victoria	J. David Blazouske Manitoba
	V. Bruce Irvine Saskatchewan	V. Bruce Irvine Saskatchewan	W. John Brennan Saskatchewan	W. John Brennan Saskatchewan	W. John Brennan Saskatchewan
	Paul V. Dunmore Victoria	Paul V. Dunmore Victoria	Robert Faille HEC	Robert Faille HEC	Robert Faille HEC

	1981-1982*	1980-1981*	1979-1980*	1978-1979
CGAAC/CAAA Liaison Committee				
	Alister K. Mason Deloitte Haskins & Sells		John H. Waterhouse Alberta	L. S. (Al) Rosen York
	W. John Brennan Saskatchewan		L. S. (Al) Rosen York	J. David Blazouske Manitoba
	George Gorelik British Columbia		J. David Blazouske Manitoba	
	J. David Blazouske Manitoba			
CICA/CAAA Liaison Committee				
President	Alister K. Mason Deloitte Haskins & Sells	J. David Blazouske Manitoba	John H. Waterhouse Alberta	L. S. (Al) Rosen York
President-Elect	W. John Brennan Saskatchewan	Alister K. Mason Deloitte Haskins & Sells	J. David Blazouske Manitoba	John H. Waterhouse Alberta
Vice-President - Education	Yvon Houle UQTR	Michael Gibbins British Columbia	C. Alfred Prentice Calgary	J. David Blazouske Manitoba
Vice-President - Research	William R. Scott Queen's	Gerald A. Feltham British Columbia	Sanjoy (Joe) Basu McMaster	
	Denise Lanthier UQAM		George R. Chesley Dalhousie	
	Leonard J. Brooks Toronto		Leonard J. Brooks Toronto	Leonard J. Brooks Toronto
			David H. Bonham Queen's	

	1981-1982*	1980-1981*	1979-1980*	1978-1979
SMAC/CAAA Liaison Committee				
	Alister K. Mason Deloitte Haskins & Sells		J. David Blazouske Manitoba	
	W. John Brennan Saskatchewan		John H. Waterhouse Alberta	
	Robert Faille HEC		Sanjoy (Joe) Basu McMaster	
	J. David Blazouske Manitoba		A. William Richardson McMaster	
			Gerald Ross Michigan	

* CICA/CAAA Liaison Committee established in 1979, to consist of 8 members, four from each organization. Two of the Institute's representatives are to be from the Board of Governors; the Association's representatives are to be chosen from the Executive - president, president-elect, Chair of the Education Committee and Chair of the Research Committee. Chair is appointed from one body, the vice-Chair from the other. The vice-Chair succeeds as Chair the following year, thus rotating the positions between the two bodies.

F. Research Committee

2000-2001	1999-2000	1998-1999	1997-1998	1996-1997	1995-1996	1994-1995	1993-1994
Duane B. Kennedy* Waterloo	David Cooper* Alberta	David J. Cooper* Alberta	David J. Cooper* Alberta	David J. Cooper* Alberta	Haim Falk* Rutgers	James C. Gaa* McMaster	James C. Gaa* McMaster
Lucie Courteau Laval	Denis Cormier UQAM	Denis Cormier UQAM	Peter D. Chant Deloitte & Touche	Peter D. Chant Deloitte & Touche	J. Efrim Boritz Waterloo	Joy Begley UBC	
Theresa Libby Wilfrid Laurier	Kenneth J. Klassen Waterloo	Kenneth J. Klassen Waterloo	Lucie Courteau Laval	Peter M. Clarkson Simon Fraser	Michel Legault Laval	Julien Bilodeau UQAM	
Fred Phillips Saskatchewan	Linda Thorne York	Linda Thorne York	Teri L. Shearer Queen's	Wendy D. Rotenberg Toronto	Wendy D. Rotenberg Toronto	Leslie S. Oakes Alberta	
n/a	n/a	n/a	n/a	Jean Bédard Laval	William R. Scott Waterloo	n/a	

* Chair

1992-1993	1991-1992	1990-1991	1989-1990	1988-1989	1987-1988	1986-1987	1985-1986
James C. Gaa* McMaster	Dan A. Simunic* UBC	Dan A. Simunic* UBC	Michel Legault* Laval	Michel Legault* Laval	Daniel B. Thornton* Toronto	Daniel B. Thornton* Toronto	William R. Scott* Waterloo
Réal Labelle UQAM	Daniel Coulombe Laval	Daniel Coulombe Laval	T. Ross Archibald Western Ontario	T. Ross Archibald Western Ontario	T. Ross Archibald Western Ontario	T. Ross Archibald Western Ontario	T. Ross Archibald Western Ontario
Richard D. Rennie Regina	James C. Gaa McMaster	James C. GAA McMaster	John K. Courtis Waterloo	John K. Courtis Waterloo	Michel Legault Laval	Michel Legault Laval	Michel Legault Laval
Daniel B. Thornton Toronto	Michael Gibbins Alberta	Michael Gibbins Alberta	Dan A. Simunic UBC	Dan A. Simunic UBC		John K. Courtis Waterloo	John K. Courtis Waterloo
n/a	n/a	n/a	John H. Waterhouse Alberta	John H. Waterhouse Alberta		Dan A. Simunic UBC	Dan A. Simunic UBC
							Daniel B. Thornton Toronto
							John H. Waterhouse Alberta

* Chair

1984-1985	1983-1984	1982-1983	1981-1982	1980-1981	1979-1980	1978-1979	1977-1978
William R. Scott* Waterloo	William R. Scott* Waterloo	William R. Scott* Waterloo	William R. Scott* Queen's	Gerald A. Feltham** UBC	Sanjoy (Joe) Basu** McMaster	Sanjoy (Joe) Basu** McMaster	T. Ross Archibald** Western Ontario
T. Ross Archibald Western Ontario	T. Ross Archibald Western Ontario	T. Ross Archibald Western Ontario	T. Ross Archibald Western Ontario	William R. Scott Queen's	Gerald A. Feltham UBC	Gerald A. Feltham UBC	George R. Chesley Dalhousie
Michel Legault Laval	Michel Legault Laval		Pierre Vézina Laval	Pierre Vézina Laval	William R. Scott Queen's	William R. Scott Queen's	Fernand Sylvain Laval
John K. Courtis Waterloo	John K. Courtis Waterloo		Peter Tiessen Alberta		Peter Tiessen Alberta	Peter Tiessen Alberta	Joel H. Amernic Toronto
John H. Waterhouse Alberta	John H. Waterhouse Alberta		George R. Chesley Dalhousie		John H. Waterhouse Alberta		John H. Waterhouse Alberta
							George Gorelik UBC
							George Murphy Saskatchewan
							K. Clowes Manitoba

* Chair ** Vice-President

G. Education Committee

2000-2001	1999-2000	1998-1999	1997-1998	1996-1997	1995-1996	1994-1995	1993-1994
Michel Gundon* HEC	Maurice Gosselin* Laval	John M. Friedlan* York	John M. Friedlan* York	David H. Bateman* Saint Mary's	David H. Bateman* Saint Mary's	David H. Bateman* Saint Mary's	David H. Bateman* Saint Mary's
		Daniel Szpiro Concordia	Daniel Szpiro Concordia				
		Heather A. Wier Alberta	Heather A. Wier Alberta				

1992-1993	1991-1992	1990-1991	1989-1990	1988-1989	1987-1988	1986-1987	1985-1986
Tony P. Dimnik* Western Ontario	Tony P. Dimnik* Western Ontario	Eldon Gardner* Lethbridge	Eldon Gardner* Lethbridge	C. Derek Acland* Concordia	C. Derek Acland Concordia	Anne Fortin UQAM	W. Morley Lemon Waterloo
Aline Girard HEC	Aline Girard HEC	David H. Bateman Saint Mary's	David H. Bateman Saint Mary's	Joel H. Amernic Toronto	Joel H. Amernic Toronto		Joel H. Amernic Toronto
Julien Bilodeau UQAM	Julien Bilodeau UQAM	Tony P. Dimnik Western Ontario	Tony P. Dimnik Western Ontario	Jean Bédard Laval	Jean Bédard Laval		Anne Fortin UQAM
Réal Labelle UQAM	Réal Labelle UQAM	Carol A. McKeen Queen's	Carol A. McKeen Queen's	Eldon Gardner Lethbridge	Eldon Gardner Lethbridge		Irene M. Gordon Simon Fraser
n/a	n/a	Aline Girard HEC	Pierre Vézina HEC	Daniel Zéghal Ottawa	Daniel Zéghal Ottawa		A. Wayne Hopkins Regina
n/a	n/a	Réal Labelle UQAM	n/a	n/a			
n/a	n/a	Heidi H. Chrisman Laval	n/a	n/a			

1984-1985	1983-1984	1982-1983	1981-1982	1980-1981	1979-1980	1978-1979	1977-1978
W. Morley Lemon Waterloo	Ross A. Denham Alberta	Ross A. Denham Alberta	Michael Gibbins* UBC	Michael Gibbins* UBC	C. Alfred Prentice* Calgary	C. Alfred Prentice* Calgary	Robert H. Crandall Queen's
Daniel Zéghal Ottawa	Daniel Zéghal Ottawa	Daniel Zéghal Ottawa		Robert A. Long Waterloo	Robert A. Long Waterloo	Robert A. Long Waterloo	Leonard G. Eckel McMaster
Daniel L. McDonald Simon Fraser	Daniel L. McDonald Simon Fraser	Daniel L. McDonald Simon Fraser	Yvon Houle UQTR	Yvon Houle UQTR	A. Wayne Hopkins Regina	A. Wayne Hopkins Regina	Robert W. Stolar Wilfrid Laurier
Ross A. Denham Alberta	W. Morley Lemon Waterloo	W. Morley Lemon Waterloo		Carson Duncan St. Francis Xavier	Doria Tremblay Laval	Doria Tremblay Laval	David Wilson Windsor
			George J. Murphy Saskatchewan	George J. Murphy Saskatchewan	John R. Hanna McMaster	John R. Hanna McMaster	

* Chair/Vice-President Education

H. Advisory Committee to the Executive Committee

1980-1981	1979-1980**	1978-1979	1977-1978
J. Alex Milburn* Clarkson, Gordon	J. Alex Milburn* Clarkson, Gordon	Gilles Chevalier Touche Ross	Gilles Chevalier Touche Ross
	Robert J. Gayton Peat, Marwick, Mitchell	Robert J. Gayton Peat, Marwick, Mitchell	Robert J. Gayton Peat, Marwick, Mitchell
	Alister K. Mason Deloitte, Haskins & Sells	Alister K. Mason Deloitte, Haskins & Sells	Alister K. Mason Deloitte, Haskins & Sells
	William E. Langdon SMA Canada	J. Alex Milburn Clarkson, Gordon	J. Alex Milburn Clarkson, Gordon
	William A. Bradshaw Auditor General of Canada		
	John H. Waterhouse Alberta as CAAA President		
	J. David Blazouske Manitoba as CAAA President-Elect		

* Chair ** Advisory committee: two representatives from CICA, one from SMAC, one from CGAAC.

I. Ad Hoc Committees

Financing Committee	Research Project Committee	Permanent Secretariat	Editorial and Publication Committee	Editorial Board, Monograph Series	Accounting Education in Canadian Universities
1987-1988	1981-1982	1980-1981	1978-1979	1977-1978	1977-1978
Yvon Houle UQAM	Phelim Boyle British Columbia	Alister K. Mason* Deloitte, Haskins & Sells	Thomas H. Beechy York	Sanjoy (Joe) Basu McMaster	Daniel L. McDonald Simon Fraser
J. Alex Milburn Clarkson Gordon	Paul R. Graul Alberta	J. David Blazouske Manitoba	W. John Brennan Saskatchewan	Gerald A. Feltham British Columbia	L. S. (Al) Rosen York
John R. Hanna Waterloo	Ross M. Skinner Clarkson Gordon	L. S. (Al) Rosen York	J. David Blazouske Manitoba	Alister K. Mason Deloitte, Haskins & Sells	Robert J. Gayton Peat, Marwick, Mitchell & Co.
Daniel B. Thornton Toronto		John H. Waterhouse Alberta	L. S. (Al) Rosen York	J. Alex Milburn Clarkson, Gordon & Co.	C. Alfred Prentice Calgary
		n/a	John H. Waterhouse Alberta	n/a	John H. Waterhouse Alberta

* Chair

J. Organization of the Academic Accounting Community in Canada

American Accounting Association (Canadian Region)	1978-1979	1977-1978	1976-1977	1975-1976	1974-1975	1973-1974
Vice-President	John H. Waterhouse Alberta	Daniel L. McDonald Simon Fraser	Daniel L. McDonald Simon Fraser	Leonard G. Eckel McMaster	Barry E. Hicks Western Ontario	Barry E. Hicks Western Ontario
Secretary-Treasurer	Harvey Mann Concordia	Harvey Mann Concordia	Harvey Mann Concordia			
Program Chair	W. John Brennan Saskatchewan	John H. Waterhouse Alberta	L. S. (Al) Rosen York			
ASAC (Accounting and MIS Division)						
Division Chair and Program Director		John H. Waterhouse Alberta	L. S. (Al) Rosen York			

**Appendix 2: Research Projects Funded by the CAAA
1995-2000**

Year	Researchers	Title of Project	Amount	Fund
1995	Paul André (Université du Québec à Montréal), Robert Mathieu (Université Laval), Ping Zhang (Wilfrid Laurier University)	Banks and Analysts as Information Producers: An Empirical Investigation	\$7,000 (O) \$1,000 (T)	CICA
1995	Sati Bandyopadhyay, Jennifer Kao (University of Waterloo)	Effect of Fiscal Stress and Audit Competition on Auditor Choice and Audit Fee Decisions in Canadian Municipalities	\$7,500 (O) \$1,000 (T)	CGA
1995	Denis Cormier (Université du Québec à Montréal), Michel Magnan (École des Hautes Études Commerciales)	Les stratégies de divulgation d'information environnementale des firmes Canadiennes	\$8,000 (O) \$1,000 (T)	CGA
1995	Don Drury, Cheryl McWatters (McGill University)	Development of Management Accounting Control Dimensions	\$6,000 (O) \$1,000 (T)	CMA
1995	Michael Gibbins, Steve Salterio (University of Alberta)	Factors Affecting Auditor - Corporate Management Negotiations over Financial Accounting Recognition and Disclosure Issues	\$8,000 (O) \$1,000 (T)	CICA
1995	Maurice Gosselin (Université Laval)	Bandwagon Theories: Some Explanations for the Activity Based Costing Paradox	\$7,000 (O) \$1,000 (T)	CMA
1995	David Senkow, Jonathan Wong (University of Regina)	The Demand for Auditing: Empirical Evidence from Private Canadian Corporations	\$8,500 (O) \$1,000 (T)	CICA
1996	Peter M. Clarkson (Simon Fraser University), Yue Li (University of Toronto), Gordon D. Richardson (University of Waterloo)	The Disclosure and Valuation of Environmental Capital Expenditures in the U.S. and Canada Pulp and Paper Industry	\$9,000 (O) \$1,000 (T)	CICA

Year	Researchers	Title of Project	Amount	Fund
1996	Jane Craighead (Concordia University), Linda Thorne (York University)	An Agency Based Investigation of the Effect of Mandated Disclosure in Canadian Firms	\$3,000 (O) \$500 (T)	CICA
1996	Glenn Feltham (Wilfrid Laurier University), Suzanne Paquette (Université Laval)	The Interrelationship between Installment Payments and Taxpayer Compliance	\$4,000 (O) \$500 (T)	CMA
1996	Patrick Hopkins (Indiana University), Fred Phillips (University of Saskatchewan)	Discovering Client Errors: Effects on Auditor Time Pressure and Audit Test Performance	\$3,500 (O) \$500 (T)	CICA
1996	Theresa Libby (Wilfrid Laurier University)	Technological Interdependence, Incentives and Group Performance	\$9,000 (O) \$1,000 (T)	CMA
1996	Marlys Lipe (University of Colorado at Boulder), Steve Salterio (University of Alberta)	The Balanced Scorecard: Information Integration and Performance Evaluation	\$3,000 (O)	CMA
1996	Alistair Murdoch (University of Manitoba)	Management Reaction to Mandatory Accounting Changes: The Canadian Preferred Shares Case	\$2,500 (O)	CMA
1996	Marjolaine Naud, Diane Paul (École des Hautes Études Commerciales)	L'Impact des nouvelle normes comptables à l'égard des actions privilégiés obligatoirement rachetables	\$4,000 (O) \$1,000 (T)	CGA
1996	Dean Neu (University of Calgary)	Mandating Federal Government - First Nation Relations: The Role of Accounting 1857- 1996	\$6,000 (O) \$1,000 (T)	CGA
1996	Tom Scott, Heather Wier (University of Alberta)	Earnings per Share and Earnings Dilution: The Canadian Evidence	\$6,250 (O) \$750 (T)	CICA
1996	Ingrid Spletstoesser (York University)	Assessment of Measures Used During Post-Implementation Audits of Computer-based Information Systems	\$2,000 (O)	CMA
1996	Gary Sprakman (York University)	The Development of Management Accounting at the Hudson's Bay Company, 1670-1821	\$3,000 (O)	CMA
1997	Jean Bédard (Université Laval)	The Disciplinary Process of the Canadian Accounting Profession	\$6,000 (O) \$500 (T)	CGA
1997	Brian Lee (Concordia University)	Audit Size and the Usefulness of Accounting Information	\$3,500 (O) \$1,000 (T)	CGA
1997	Amin Mawani (University of British Columbia)	Pay for Performance Sensitivities of Canadian & U.S. Executives	\$4,500 (O) \$500 (T)	CMA

Year	Researchers	Title of Project	Amount	Fund
1997	Dean Neu (University of Calgary)	Accounting and Government: Canada's Indian Policy 1960-1996	\$7,000 (O) \$500 (T)	CMA
1997	Gary Spraakman (York University)	Strategic Management Accounting and Capital Budgeting Decisions: Case Studies	\$2,000 (O)	CMA
1998	Sati P. Bandyopadhyay (University of Waterloo), Jennifer L. Kao (University of Alberta)	Market Concentration, Price Competition, and Audit Fee: Evidence from Canadian Municipal Audit Market	\$4,000 (O)	CGA
1998	Philip Beaulieu, Michael Wright (University of Calgary)	The Effect of Time Limits on Loan Officers' Use of Accounting and Character Information	\$4,000 (O)	CMA
1998	Gaetan Breton (Université du Québec à Montréal)	L'utilisation des données comptables dans le processus de prise de décision financière (économique) et sociale	\$5,000 (O)	CGA
1998	Jane Craighead (McGill University)	An Investigation of the Impact of Disclosures About Changes in Corporate Strategy on the Adverse Selection Component of Bid-Ask Spreads	\$4,000 (O)	CGA
1998	Brian Church (Georgia Institute of Technology), Theresa Libby (Wilfrid Laurier University), Ping Zhang (Wilfrid Laurier University)	The Effect of The Framing of Incentives on Budgetary Slack and Performance	\$6,600 (O) \$1,000 (T)	CMA
1998	Lucie Courteau (Université Laval), Jennifer Kao (University of Alberta), Gordon D. Richardson (University of Waterloo)	An Ex Ante Comparison of Dividend, Cash Flow, and Residual Earnings Approaches to Equity Valuation	\$5,000 (O) \$1,000 (T)	CGA
1998	Shane S. Dikolli (University of Waterloo), Susan A. McCracken (University of Toronto)	The Impact of Employee Incentive Schemes on the Design of Audit Procedures: A Research Proposal	\$4,000 (O)	CMA
1998	Theresa Libby, Robert Mathieu, Sean Robb (Wilfrid Laurier University)	Intraday Bid-Ask Spreads, Depths, and Corporate Governance: A Multi-Project TSE Research Proposal	\$17,000 (O)* \$1,000 (T)	CGA
1998	Patricia O'Brien (York University)	Causes and Consequences of Financial Analysts' Selection Decisions	\$10,000 (O)* \$1,000 (T)	CGA

Year	Researchers	Title of Project	Amount	Fund
1999	Sati Bandyopadhyay (University of Waterloo), Jennifer L. Kao (University of Alberta), T. Matthews (University of Waterloo)	Accounting Information, Socioeconomic Indicators, and Political Factors as Determinants of Intergovernmental Grants: An Empirical Analysis of Provincial Grants to Municipalities in Ontario	\$10,000 (O)* \$1,000 (T)	CGA
1999	Kathryn Bewley (York University)	The Impact of Reporting Standards on Corporate Environmental Disclosure	\$5,250 (O) \$1,000 (T)	CMA
1999	Dean Neu (University of Calgary)	Governing by the Numbers	\$15,500 (O)* \$1,000 (T)	CMA
2000	Vijay Jog (Carleton University), Bruce McConomy (Wilfrid Laurier University)	Analysts Forecasts and Management's Voluntary Disclosures of FOFI	\$10,000 (O) \$1,000 (T)	CMA
2000	Suresh S. Kalagnanam (University of Saskatchewan)	Implementation and Use of the Balanced Scorecard in Crown Corporations	\$6,357 (O) \$1,000 (T)	CMA
2000	Laura MacDonald (Wilfrid Laurier University), Dean Neu (University of Calgary), Alan J. Richardson (Queen's University)	Auditor Independence and Family-Owned Audit Firms: The Clarkson and Ross Brothers as Directors of Audit Clients	\$10,000 (O) \$1,000 (T)	CGA
2000	Amin Mawani (York University), Suzanne M. Paquette (Université Laval)	Convertible Debt Issues of Canadian Firms: Financial Reporting and Tax Considerations	\$10,000 (O) \$1,000 (T)	CMA
2000	Dan Segal (University of Toronto), Jeffrey Callan (University of Toronto), Joshua Livnat (New York University)	The Long-Term Effects of Earnings Restatement	\$23,000 (O)* \$1,000 (T)	CGA

The year refers to the date of the call for proposals; payment is made on the grant in the following year. The university listed is the affiliation at the time of grant application. The amounts shown are the operating grant (O) and the maximum travel grant (T). The travel grant can be used only to reimburse costs incurred to present the results at a CAAA-sponsored conference. * indicates that the operating grant is payable over multiple years.

The Canadian Institute of Chartered Accountants now funds research directly through the CICA Academic Research Fund.

**Four Important Junctions
in *CAR*'s Early Life**

A Note by Founding Editor Haim Falk

Exhibit 4 Scenes from CAR's Early Life



It was one of the biggest surprises that I ever experienced when John Brennan, then CAAA president, slipped unexpectedly into my University of Calgary office in December 1982. He spoke fast, constantly looked behind his back, and asked me to consider being nominated for the position of founding editor of the proposed CAAA scholarly journal. I had a million questions but was speechless and promised an answer in “a few days” by Christmas. I had no idea of what I should expect and the amount of commitment required. So, in order to reach an informed opinion I solicited advice from experienced editors such as Nick Dopuch, Larry Gordon, and George Benston and worked the phone overtime. The Faculty of Business of the University of Calgary had to triple its phone call budget.

Next I called Bill Scott, John Butterworth, and Bala Balchandran, begging for support and asking them to share their wisdom with me. They all promised their help. Some encouraged me to accept Brennan’s offer while others strongly recommended rejection. They also answered my questions in the most informative fashion. I thought I now knew all that I needed to know about journals and editorship, and gained some confidence. Thus, furnished with permission to draw on the enormous aggregate experience and knowledge of these scholars, I responded positively to Brennan’s offer. I jumped too fast, and had to learn on the job.

Four important junctions, on the road to the formation of *CAR* shaped the journal and its qualities.

1. At the CAAA’s 1983 annual meeting in Vancouver some distinguished members questioned the financial wisdom of establishing a journal. Others suggested that the Canadian accounting scholarship potential was insufficient to support a high-quality journal. A move to establish a working paper series instead of a journal was put to a vote. The heated debate sharply divided the participants. The probability of achieving a majority vote of approval was very slim. Thanks to the diplomatic competency of John Brennan, the chair, and Gilles Chevalier, no vote was taken. At a very nervous executive committee meeting that followed, a decision was adopted to administer an extensive survey to all CAAA members. That survey, which yielded positive results, led to the crucial executive meeting in April 1984 at which the journal was the only agenda item. Had there been a vote at the general membership meeting in Vancouver, no journal would have emerged.
2. At the April 15, 1984 CAAA executive meeting in Montreal, the food was great but the morale low. The discussion was characterized by divided views and long and heated debate on almost every aspect of the issue. Gilles Chevalier, the chair, exercised superb negotiation proficiency and

leadership. He skillfully navigated the meeting to a close vote that gave birth to *CAR*. The journal was established by a majority vote of two, with two members abstaining – an outcome no one had predicted.

3. Most academics are risk averse, and many scholars, especially the untenured, were reluctant to submit their best work to *CAR*. It was the article on “Sequential Bayesian Analysis in Accounting” by Amershi, Demski, and Fellingham, which was published in the second issue, that changed the trend. It was Joel Demski who persuaded his untenured colleagues to take the risk. Phelim Boyle and Bill Scott rigorously reviewed the paper in less than two weeks. They suggested some corrections and ideas for a revision. The authors were impressed and the word of mouth was out: *CAR* provides fast turnaround and high-quality reviews and is a decent place to submit scholarly work.
4. The first annual *CAR* Conference took place in May 1985 at no cost to the CAAA. It was fully funded by the CGA Associations of Ontario and Canada and by McMaster University. It was Professor Zandrowitz, then Dean of the Business School at McMaster, who initiated the idea and offered the first financial support. Participants stayed at student dormitories, with short beds and disconnected phones, and no privacy at the publicly-shared showers and toilets. Spirit, however, was high, as was the quality of the presented papers and discussions. This conference set the pattern for future annual *CAR* conferences that enhanced the journal’s scholarly status. If not for the initiative, vision, and strong support of Dean Zandrowitz, no such conferences would have taken place.

While the above, unpredicted, events helped to lay the foundations of *CAR* as we know it today, the journal would never have flourished had it not been for the tireless effort, persisting devotion, and scholarly competence of my exemplar, Bill Scott, who held my hand and succeeded me as editor.

This Note is restricted to some events in the early days. It is not intended to diminish the contribution of many other individuals whose efforts made *CAR* possible. Each succeeding editor, associate editors, board members, reviewers, and those who benefited us with their research findings added solid bricks to the *Contemporary Accounting Research* pyramid.

Haim Falk
Faculty of Industrial Engineering and Management
The Technion, Israel Institute of Technology

**CAA
Presidents' Recollections
1976 – 2001**

People, Memories, Reflections

Preface

The CAAA has been blessed by talented, energetic and dedicated members from both practice and academe who have been willing to devote years of service to the Association. Alan Richardson's history, which forms the first part of this book, includes tables that provide a record of the many members who served the CAAA during its formative years.

Those who served as president had an opportunity to preside over the founding and development of the Association. To add a personal perspective to Alan's history, I asked past presidents of the CAAA to comment on the broad economic and social environment during the time of their presidency, the key accounting issues of the day and the key CAAA issues that arose during their tenure.

The past presidents came through with lively tidbits that enhance and supplement the formal history written by Alan. In editing their mini-memoirs for the second part of this volume, I have tried to preserve each person's voice. What a rich fabric those memoirs weave!

J. Efrim Boritz
Waterloo
June 2001

Daniel L. McDonald
1976 – 77

I remember vividly the frustrations of trying to obtain qualified academic staff to teach the accounting courses. It seemed a vicious circle. It was difficult to get approval for full time positions and part of the reason was that “you can’t find qualified people anyway.” This view had some justification, as it was difficult for the Faculty of Business to get positions, so why fight for them if they cannot be filled? Without approved full time positions, it was hard to attract the interest of the few qualified people available.



While I do not have any vivid memories of current issues in the practice realm, I do remember always trying to send in comments on exposure drafts for the CICA Handbook. In academic circles I recall ongoing discussions of the role of academics in attempting to influence the direction of GAAP. Closely related to that was the issue of the extent to which we must teach GAAP the way it is or the way we think it should be.

The issue facing the CAAA that concerned me most related to coordinating and making use of the AAA, the Accounting and MIS division of the Canadian Association of Administrative Sciences, and the Learned Societies. I thought it important to maintain strong links with the AAA, and to have a combined membership which would thus get *The Accounting Review* into the hands of all the Canadian academics. It seemed a bit of a dilemma: best to concentrate on getting the *Review* read by, or at least in the hands of, all those with accounting positions to promote a more rigorous approach to teaching and as an encouragement to research; but also best to have a Canadian journal as an outlet that would encourage more research and writing. It also seemed important to maintain strong links with the Learned to avoid the hassles of running our own annual conference. Similarly, strong links with the CAAS would simplify much of the program planning. A good, but trivial, example is that of getting publishers or other sponsors for lunches and receptions.

I well remember feeling that we were very few and widely spread out geographically, and there was a monstrous pile of details to be dealt with. And

when I think of details, I remember my great admiration for Al Rosen and all the work that he did, particularly with respect to fundraising and liaison with the professional movers and shakers in the East.

L.S. (Al) Rosen
Chair of Organizing Committee
and President 1977 – 79



Although the CAAA started operations in 1976, the idea behind having a Canadian academic accounting organization began to form earlier in that decade. It became obvious that Canada was not at all the same as the U.S., especially at that time. Not only was there a desperate shortage of accounting PhDs in Canada, few seemed to grasp the serious educational consequences. Governments, universities, accounting organizations, the investment community, and many others were simply unaware. A strong national profile was needed to improve funding for those interested in a higher education. Many

other changes were needed, and fast. CAs across Canada, for instance, had moved to require a university degree. Educators were needed virtually overnight.

Another reason for a national organization was the need for Canadian classroom material. Much of Canadian GAAP had been anchored for years on retail and manufacturing business models. (Silly ideas were being taught, such as that a working capital ratio of 2 to 1 was needed; this peculiarity hardly arose from thinking about a hotel chain or a bank.) Canada was, and is, a strong resources country (fishing, logging, mining, oil, gas, farming etc.). Use of the historic cost concept made little sense in many Canadian industries. Why record the *cost* of discovering ore (e.g., grubstake for prospector, and depreciation of the mule), instead of some estimate of the present worth of the ore, after extraction costs? Investors wanted useful information. More than one point of view existed. U.S. educational material barely acknowledged Canadian

legislated differences, and avoided much of the requirements of small businesses, or small GAAP. Many Canadian accounting students thought the SEC was Canadian.

As well, Canadian accounting bodies at the time used examination questions that merely asked for memorization of clichés. Evaluative, judgmental and similar skills were barely tested. Nevertheless, the public expected accountants to be ethical, to use professional judgment, and above all, to be fair. Tax reform commencing in 1972 was an added dimension. Educational improvements were needed on all fronts. A Canadian academic accounting journal had to be added as soon as possible. An environment of enthusiasm had to be created in a vast geographical area.

Initially, no one gave serious thought to attaching a new Canadian academic accounting organization to the U.S.-based American Accounting Association. Approval times through the AAA appeared far too cumbersome. Funding had to be sought that would remain in Canada. Action had to be taken quickly, primarily in the classrooms.

Directors of the Clarkson Gordon Foundation (J.R.M. Wilson and R.M. Skinner, in particular) shared concerns over the nationally unorganized state of Canadian accounting academics. The Foundation agreed to fund the cost of researching the setting up of a national academic accounting body. Gradually, the building blocks came together. One simple yet time-consuming step was essential: a way to issue tax receipts to donors. A registered charity had to be formed. Unfortunately, this step took months of effort as lawyers went back and forth with Ottawa. (Were accounting academics in the same category as the homeless? Ottawa seemed to think so.) Eventually, the emerging CAAA came into contact with the Canadian branch of the AAA, primarily because of some overlap of officers. In the present booklet, Professor Alan Richardson has well documented CAAA events just prior to the Association's official start in 1976 and thereafter.

Much has been accomplished over the past 25-30 years. Yet much remains barely touched. Classroom teaching, for one, cannot dwell on memorization of outdated materials. Whereas important strides have been made in the research and publication area of CAAA, teaching remains a major problem. Although we now have several Canadian accounting textbooks, student understanding of user needs and implications for how to account is seriously missing.



John H. Waterhouse 1979 – 80



My first recollection of the idea of starting an Association stems from the annual meeting of the Canadian Region of the AAA held at the University of Western Ontario in 1977. Al Rosen, David Blazouske, Dan McDonald, and others enthusiastically promoted the ideal of a Canadian association for accounting academics. Encouraged by changes to Canadian tax law and the felt need to address education and research issues in accounting from a Canadian perspective, the promoters were looking for volunteers to help them launch the new Association. The driving passion for establishing came from Al and Dave,

who were deeply concerned about what they perceived as a crisis in accounting education.

That crisis was closely tied to the shift in responsibility for pre-professional accounting education from delivery primarily by the profession to delivery primarily by the universities. There was a well-founded concern that the universities were not well equipped to handle the increase in responsibility that the profession had conferred on them, and that accounting groups were underfunded and understaffed. The Association was proposed as a way to increase the profile of accounting education and research, and to promote the interests of accounting education by creating a political and academic focus for accounting educators.

My time with the CAAA executive includes deeply-etched memories of discussions on how accounting education in Canada could be improved. Alex Milburn, Gilles Chevalier, and Alister Mason were regulars in these discussions. I am struck by how similar the issues are today to then. We identified that a critical shortage of accounting PhD-educated people was a major problem. Shifting professional demands on accountants contributed to the stresses that were felt. And, finally, insufficient resources to develop new education material and to support accounting research were felt to be stifling the needed curricular innovation. Has a lot changed?

The idea of the CAAA was firmly rooted in cooperation between the profession and academia. I am struck today, as I was then, about the time and effort given to the CAAA by many senior leaders from all branches of the profession. Without their sustenance, I doubt that the Association would have progressed as it did.

+ + +

**J. David Blazouske
1980 – 81**

The following material is excerpted from the late David Blazouske's "President's Comments" in 1980 and 1981.

Thanks to the herculean efforts of my predecessors, I have assumed the presidency of a healthy and vibrant organization. Much has been accomplished but there is still much yet to be done.



A major accomplishment has been the creation of an awareness on the part of the professional accounting bodies and practitioners, in public practice and industry, of the crisis in accounting education. This in-depth understanding has been achieved by the active participation of many members in symposiums, conferences, and liaison committees. (The well-reasoned, thoroughly-documented, hard-hitting article on "The Crisis in Accounting Education" in the *CA Magazine* by Al Rosen, a past president of CAAA, provided the impetus for the involvement with the accounting bodies.) Liaison committees have been established by CAAA with each of the three Canadian accounting bodies. While a great amount of time and effort has been consumed in this liaison activity, an effective on-going channel of communication has been created.

Important concrete services are now being provided to the members – an annual conference, whose quality has steadily improved; sponsorship and publication of research studies on education; support of basic research in accounting through the establishment of a sizable research fund; publication of a

newsletter; and now under development, an educational workshop and a clearinghouse for teaching materials. The executive and committees realize the importance of improving the quality of these services and of prudently expanding the services provided.

CAAA has reached that awkward stage in its growth where it has become too large to be operated on a completely volunteer basis but doesn't yet have the resources to hire a full-time paid secretariat. The pressure on volunteers has led to some timing problems and other errors; the executive is now wrestling with this situation. However, they also recognize that one of the more useful roles of CAAA is to be an effective voice of the academic accounting community to the profession, the public and our colleagues in other disciplines in the universities. Great strides have been made in achieving this goal; but, ultimately, the degree of success is dependent on CAAA having members from accounting departments in all major institutions and the active participation of a meaningful proportion of the membership.

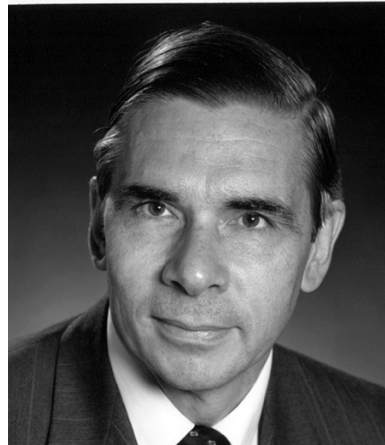
Credibility of the CAAA in the eyes of our "real-world" audience is affected by the type of job it does and the extent of its membership on the various campuses. Thus, an increased widely-representative membership has a twofold effect on credibility: it will enable CAAA to do a better job, and it will make its voice more valid. Increased membership also means increased financial resources which are needed to meet escalating costs. Although CAAA membership is at its highest level ever, for the reasons cited, it is hoped that there will be a positive response to the CAAA membership drive which is now under way.

A very productive meeting has been held with the senior partners of many of the large international accounting firms. A candid discussion brought to the attention of these influential men the difficult problems still facing accounting education in Canada; and, at the request of these senior practitioners, the CAAA executive has agreed to identify areas where the public accounting firms can be of the greatest assistance in overcoming the challenge facing accounting education. I am most grateful to Ken Gunning for arranging this vital meeting.

Finally, I would like to comment on the excellent liaison established with the three professional accounting bodies. A number of meetings of each committee have been held to discuss mutual interests, and there is now an excellent on-going working relationship between CAAA and each of these bodies. The liaison activity has been worthwhile in bringing a "real world" perspective to CAAA deliberations and in achieving co-operative action in a number of fields.

Alister K. Mason
1981 – 82

A comprehensive study commissioned by the CAAA, *University Accounting Programs in Canada: Inventory and Analysis* by Tom Beechy, was published late in 1980. It reported many data that together provide an overview of the status of accounting education at Canadian universities at that time.



- Accounting programs: 45 undergraduate programs which offered four or more courses in accounting, and 16 graduate programs; 27,000 students enrolled in introductory accounting courses, 8,000 in intermediate accounting, and 6,000 in advanced accounting.
- Accounting faculty: 335 full-time accounting faculty (of whom 30% had doctoral degrees), and about 300 part-time accounting instructors; 80% of full-time and 95% of part-time faculty had professional designations.
- Accounting courses: Approximately 80% of introductory financial accounting students were enrolled in courses that emphasized record-keeping procedures rather than a user-oriented approach. The average class size for these courses was 50, with 13% of the programs reporting average class sizes in introductory courses of 120 or more. For post-introductory financial accounting courses, cases were little used. In managerial accounting, over 50% of the undergraduate programs offered only a one or two-term sequence; most MBA programs offered three terms.
- Student placement: 82% of graduates entered public accounting; 9% went directly into industry; and 9% went into the public sector.

The foregoing data suggest some of the major challenges confronting accounting education in the early 1980s. Other challenges included the following:

- A severe shortage of funding for accounting education, particularly in relation to other programs in Canadian business faculties.

- A lack of understanding among accountants in public practice, industry, and government of problems relating to accounting education, including personal issues experienced by accounting professors in relation to tenure, status, and promotion. Apart from steps taken by the CAAA to address this lack of understanding, two influential initiatives were: an article, “Accounting Education: A Grim Report Card” by Al Rosen (*CA Magazine*, June 1978), and a major symposium, “Education and the Professional Accountant,” arranged by the CICA in 1979.

It was with considerable trepidation that I agreed to become President-elect in May 1980, particularly as I would be the first President from public practice. There were, however, many ways in which I benefited from the knowledge and wisdom of experienced professors.

One of the CAAA’s distinguishing features in its early years was the significant support it received from accounting firms and professional accounting bodies. This support from outside academe was crucial to a young, struggling organization, not only because of the influence brought by the individuals and the firms/organizations they represented, but also because it was accompanied by access to such helpful resources as secretarial support, photocopying, and long-distance calling. (These were severely constrained at the universities, and the CAAA’s budget was too tight to do much reimbursement. In addition to the liaison committees between the CAAA and the three professional accounting bodies, these bodies had – by the end of 1981 – each established funds to support basic research in accounting. Also, they had made five-year funding commitments, for an overall total of \$235,000, a huge boost for academic research.

The highlight of my presidential year was the annual conference, held at the University of Ottawa in May 1982. Derek Acland did an outstanding job as program Chair, arranging stimulating sessions on a number of research and education topics. Two leading U.S. professors made presentations – Yuji Ijiri, who was attending in his capacity as AAA President, and Hector Anton.

CAAA membership totaled 592 in April 1982. There were more members from public accounting, business, and professional organizations than from academe – another reflection of the support from outside academe. During the 1981-82 year three issues of *Canadian Accounting Education and Research News* were published. Bill Richardson was editor; the newsletter was fully bilingual, and averaged four pages in each language. Early in 1982 a task force was formed to comment on the CICA re-exposure draft “Reporting the Effects of Changing Prices (formerly Current Cost Accounting).” This task force, chaired by Mike Gibbins, submitted detailed comments which were distributed

to the entire membership as a supplement to the July 1982 issue of *Canadian Accounting Education and Research News*. The attention accorded to this topic reflected concerns about inflation and very high interest rates in the early 1980s.

The two premier committees of the CAAA in 1981-82 were Education and Research. Yvon Houle chaired the former; its prime focus was on planning a plenary session at the conference on "Approaches to the First Course in Accounting: Graduate and Undergraduate." The Research Committee was chaired by Bill Scott; it made awards from the CMA/CAAA Research Fund and the CGA/CAAA Research Fund.

W. John Brennan 1982 – 83



The most significant issue dealt with during my year as President was the establishment of the CAAA journal. I remember going to Calgary to visit with Haim Falk and asking him whether he would be willing to serve as editor of the journal. That visit also included asking the Dean, Mike Maher, if the Faculty of Management would support Haim in the role. My memory suggests that the key concern was whether the Faculty would be able to cover Haim's long distance telephone costs. This was before the regime of low-cost long distance packages, etc. A second issue which was

given lots of time by the executive was the support of the accounting research community. The perception was that this community was very small in Canada, and pursuit of funding from the accounting firms and from the accountancy bodies was high on the agenda.

Gilles Chevalier
1983 – 84

In May 1982 I was honoured to be asked to become CAAA's President-elect under John Brennan's leadership. The following year I would become the first French-speaking President. I had a good knowledge of the world of academe, as I had been a faculty member at Laval University for a decade before joining Touche Ross in their Toronto national office in 1976. As one of those who attended the CAAA's founding meeting in 1976, I had since then served on the Board in various capacities. I witnessed tremendous progress accomplished in a short period of time, thanks to many devoted members who preceded me on the Board.



In my acceptance speech at CAAA's annual meeting held in June 1983 in Vancouver, I formulated two goals that I would like to be accomplished during my term of office. These centered on the CAAA journal, and an increase in our membership (in spite of very difficult economic conditions).

I knew I would be able to count on a very competent and dedicated Board made up of the following individuals: Past president John Brennan; President-elect Michael Gibbins; Vice-presidents Yvon Houle, William H. Broadhurst, and Don MacCharles; Secretary Tom Abbott; and Treasurer Len J. Brooks.

Chairing various committees were Ross Denham (Education), William R. Scott (Research), Robert Faille (Membership), Wayne Hopkins (Exposure Draft), and Carol Clarke (Newsletter editor).

The highlight of my presidential year was the launching of the CAAA journal, *Contemporary Accounting Research*. It was approved at the October 16, 1983 executive meeting. In fact the Board devoted most of its energy during the year to the journal, as some influential members felt that the Association was not mature enough to undertake such a project and that it would be a very costly undertaking that we could not afford.

Haim Falk was appointed as the first editor for a three-year period. The executive saw the journal as the next step in the process of developing accounting research in Canada.

The following objectives were identified for the journal:

1. Support accounting and related research and education in Canada;
2. Nurture, via constructive review of and feedback on submitted articles, accounting research by CAAA members;
3. Provide to both francophones and anglophones an outlet for research on topics that are of interest in Canada;
4. Encourage research pertaining to Canadian data, institutions, or policies;
5. Improve the Canadian contribution to basic and applied research; and
6. Provide ancillary material such as book reviews and announcements.

The executive had to have a lot of faith in obtaining the necessary financing for the journal, if one considers the negative economic conditions prevailing during 1983 and 1984. The unemployment rate was above 11% and the prime interest rate remained very high at 11.17%. However, the inflation rate went down to 5.8% from a high of close to 11.0% in 1982. The deficit was at \$24.5 billion (6.3% of GNP) compared to \$3.8 billion (2.3% of GNP) in 1975. In spite of those prevailing conditions the executive remained hopeful about keeping membership to its 600 level.

The 1984 Conference, held at the University of Guelph under the able leadership of Bill Scott, was another highlight of my presidential year. A major theme of the meeting was the result of a concern raised by both academics and practitioners as a perceived gap between accounting research and the profession. Professor Scott put together extremely interesting sessions on that topic, and was successful in lining up well-known presenters from academe and practice.

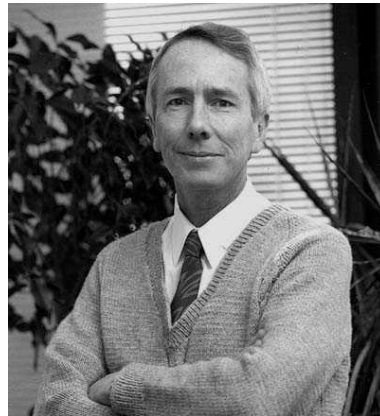
The following sessions provide a good sample of the conference content: Richard Mattesich, "Bridging the GAAP between Contemporary Accounting Research and the Profession"; Nick Dopuch, "An editor's perspective on accounting research"; Howard Lyons, "Accounting and auditing areas that could benefit from academic Research"; Michael Gibbins, "An academic perspective"; and Haim Falk, "Information session on the new CAAA journal, *Contemporary Accounting Research*."

Thanks to the members of the executive who had a tremendous amount of faith and vision, we were able during my presidency to launch *CAR*, which has become over the years one of the most respected journals in the field.

Michael Gibbins 1984 – 85

By 1984-85 the CAAA was maturing, with formal liaison functions with the Canadian professional accounting bodies, including providing commentaries on proposed accounting and auditing standards, and it had recently broken away from the American Accounting Association.

My year as President focused on *Contemporary Accounting Research*. The new journal was well underway, as its first issue was in preparation and came out in the fall of 1984, and its second issue (Spring 1985) came out toward the end of my presidential year.



Though I was only one of a sequence of CAAA presidents and members of the executive who had helped in the birth of *CAR*, I was proud to be on the masthead as president for the journal's first issue. Perusing that first issue reveals several interesting things:

1. The founding editor was Haim Falk, without whose enthusiasm and amazing drive *CAR* would not have climbed to the front ranks of accounting journals so quickly. As editor, Haim was a source of great pride and great frustration for the people running the CAAA. He was fierce in his insistence on keeping the editorial functions of the journal free of any potential taint from political or financial pressures. Having never had a journal before, the CAAA had to learn how to run one without involving itself in editorial matters, and while we all understood this from the start, making it work nevertheless took some learning.
2. The small editorial board (19 people) was broad and eminent, including people like Ray Chambers from Australia; Baruch Lev, then at Tel-Aviv University; and Nick Dopuch, George Benston, Bala Balachandran, Ross Watts, Larry Gordon, and Robert Kaplan from the U.S. From Canada there were Gerry Feltham and Izak Benbasat (an MIS professor) from UBC; Robert Ashton, then at Alberta; Bill Scott from Waterloo; Maurice Landry from Laval; Daniel Zéghal from Ottawa; and Dick Chesley from Dalhousie.

3. There were three practitioners on the board, all from Clarkson Gordon (now Ernst & Young): Don Leslie, Alex Milburn, and Ross Skinner. This was an indication of a stronger intellectual partnership between academe and practice than I believe exists nowadays.
4. One member of the editorial board, John Butterworth (UBC), had very unfortunately died in August of 1984, too soon to see the first issue. That issue contained a review of his contributions to accounting research, written by Gerry Feltham. That issue therefore looked forward to the future as well as back to the past.
5. A number of CAAA and editorial policies still in effect were reflected in the first issue. The journal had material in English and French, and the surrounding announcements and explanations were in both languages. There was a list of forthcoming accepted articles. The CAAA's strange paper-clip logo was on the cover.

Largely because of *CAR*, the CAAA had money problems, having to rely on host universities for *CAR*'s editorial support and generally not knowing how each issue was going to be financed. We were not irresponsible, just stretched. Thanks to an initiative by then President-elect Len Brooks, a new "Sustaining Patrons" program was begun during my presidency. This program asked donors to make longer-term commitments at individually modest levels to provide support primarily for the journal. This program eventually provided substantial financial security for *CAR*, though the annual *CAR* Conference still had to be funded somehow by each editor.

Important conferences included an August 1984 Clarkson Gordon Foundation/University of Waterloo education symposium on improving the analytical, problem-solving, and other basic skills of university accounting students; a November 1984 symposium on standard-setting held by Concordia University; the May 1985 *CAR* Conference at McMaster University (the first *CAR* conference); a May 1985 Society of Management Accountants Conference on the future of management accounting and the CAAA Conference, held at Ecole des Hautes Etudes Commerciales, Montréal. The CAAA Conference was chaired by Pierre Royer and featured Jacques Parizeau as the keynote speaker, on the subject of comprehensive auditing and the Auditor General!

★ ★ ★

Leonard J. Brooks
1985 – 86



All presidents join the CAAA Executive Committee prior to their presidential term, and activities that came to fruition during their term and later are a product of this elongated period. In my case, I was the Treasurer from 1981-84 and Vice-president during 1984-85, and I remember the discussions we had concerning the need to develop a secretariat and a journal, both of which produced significant developments during 1985-86.

We realized early on that the CAAA's activities would be greatly facilitated by having part-time staff with whom members could interact. Barbara Jaeger was hired to fill that need and was located at the University of Toronto's Mississauga Campus (now called UTM, then Erindale College). She enabled us to take on and complete infrastructural duties professionally.

I was asked to work with Haim Falk to get together a cost estimate for *CAR*, the Association's journal, consider a printer and distribution mechanism, and generally watch over the enterprise. It was a wonderful adventure. Fortunately, Haim had thought through the problems and had most of the answers. The most memorable day for me occurred when Haim and I drove up to the University of Toronto Press to see what services they had to offer, obtain their costs, and convince them we were worth taking on. Haim had really done his homework and he was impressive – he knew more than the Press employee did, and the Press was convinced to take us on. Haim wanted this arrangement because it helped give *CAR* early credibility.

Haim often made his mind up on issues like the U of T Press as our printer well before the executive voted. Fortunately, he was usually right, but sometimes we didn't find out about decisions right away. For instance, we actually applied for copyright on the name "Contemporary Accounting Review" but, Haim, I believe, preferred the name *Contemporary Accounting Research*, and so he just went ahead and used it. He was right about the Press, about soliciting the initial articles, about aiming *CAR* to be a world-class journal, and he was right about the desirability of a *CAR* conference to raise awareness and

generate excellent articles. The first issue of the journal appeared just before my presidential term began.

Another important event was the renegotiations of the CAAA Research Funding Programs with the CICA, CCGA, and SMAC. There was considerable doubt about the renewals for a five-year term, because funds had not been fully utilized and some projects had lagged or their nature was in question. Happily, we were able to arrange for five-year extensions, and the levels of funding rose from \$25,000, \$12,000, and \$10,000 per annum to \$32,500, \$15,500 and \$13,000 respectively. Deloitte Haskins & Sells (now Deloitte & Touche) also asked the CAAA to administer a research fund in their name in the amount of \$20,000 per annum.

Even though our research funding was shaping up quite nicely, we were still very tight on operating funds. Fortunately, our SSHRC grant applications for our secretariat and *CAR* were successful. Our secretariat was instrumental in obtaining these grants and essential in managing our own research grant programs. The secretariat also published our first members directory in 1986.

Due mainly to the efforts of Mike Gibbins, the CAAA was asked by the AAA to choose Canadian PhD students to attend the AAA Doctoral Consortium for the first time in 1986. Our research programs were fruitful during 1985-86, and we established an annual award for Outstanding Contribution to Accounting Thought to be given at an awards ceremony at our annual conference in May 1986 at the University of Manitoba.

The annual conference was very successful, featuring the likes of Bill Kinney, Bob Sprouse, Bill Buchanan, and myself. Solomon and the SMAC invited Abraham Briloff to a pre-conference session. One of my fondest but horrific memories is of sitting on the dais at the annual awards luncheon waiting for our food to arrive. When it did not, the chef was sent for and appeared most distraught. He had been under the impression that his 120 guests would be dining one hour later! Murray Hilton and I were not amused. Our audience, however, never knew because we decided to have the presentation of awards prior to eating, and the chef managed to bring out the salad in the nick of time, after which I happily passed the presidency to Alex Milburn.

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J. Alex Milburn 1986 – 87

Whether free trade between the U.S. and Canada was a good idea was being hotly debated in 1986, and fall-out continued from the failure of two banks in Western Canada with the issuance of the Estey report. Estey was highly critical of the auditing profession and of accounting standards for banks.



The blue ribbon CICA Commission to Study the Public Expectations of Audits (the “audit expectations gap”) was established. It held public hearings and gathered data during the year, and ultimately reported in 1988. The CAAA executive set up a task force, chaired by Wally Smieliauskas, which submitted a brief to the Commission. It recommended, among other things, that audit fees be required to be disclosed – which may be finally happening, in the U.S. at least.

The major objective of the CAAA executive for 1986-87 was to give a much higher priority to the education side of its mandate. Until then the lion’s share of the CAAA attention and resources had been to the research side. The executive felt that the research side was now reasonably well set up, with the monograph research grant program funded by the three professional accounting organizations and article-length research funded by Deloitte Haskins & Sells, and with our now well-established journal, *Contemporary Accounting Research*. As well a new CAAA award had just been established for distinguished contributions to accounting thought, later to be called the Haim Falk Award. The first award was presented to Dan Thornton at the 1987 CAAA Annual Conference.

The executive set up a task force on education consisting of Yvon Houle, Anne Fortin, and myself. Many were very concerned at that time with the state of university accounting education. In particular, a strong school of thought contended that traditional accounting education was losing relevance and needed a major overhaul to broaden its technical content orientation to incorporate communication, cognitive, and interpersonal skills. It seemed, however, much easier to note the major environmental and technological changes and problems taking place than to develop operational solutions. The challenge for the executive was to rethink CAAA’s role and potential for constructive initiative

on the issues. We held a number of meetings with educators, professional accountants, and business people. The task force and the executive concluded that the critical problem was a serious shortage of qualified accounting faculty at Canadian universities (over 100 unfilled full-time positions), and that efforts should concentrate on addressing this issue. Among other things, efforts were undertaken to attract promising young people to consider obtaining accounting PhDs and enter Canadian universities. A number of initiatives resulted. As well, it was determined that efforts should be made to encourage research in accounting education and promulgation of information on education issues and approaches, such as the use of case studies. These initiatives were carried forward in Yvon Houle's presidential term, which followed mine.

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Yvon Houle 1987 – 88



CAAA was still a young organization in 1987, and the question of finance was a major issue at each Executive meeting. So, during the year of my presidency we tried to increase the number of members and at the same time to increase the number of sustaining patrons. On both sides we had some success: we increased the membership by ten percent, and many organizations and individual members joined the group of sustaining patrons who were contributing funds to the Association.

The focus during my presidency was on education. The initiatives we took were based on the excellent work done by a task force established by Alex Milburn the year before. We produced a brochure entitled "Have You Considered a Career as an Accounting Professor?" and distributed it to university students across Canada. The brochure asked students who were interested in an academic accounting career to contact the CAAA secretariat or the accounting department of any Canadian university. In order to respond to some of the questions the committee prepared a document outlining the Master's

and Doctoral programs at Canadian universities. That document indicated available sources of scholarships and other funding. To pursue our initiatives further, the education committee organized the first CAAA symposium in education, which took place in the Fall of 1988.

Irene M. Gordon
1988 – 89



The year of my presidency was an extraordinary one with respect to the social and economic climate. In Canada we were nearing the end of the Mulroney years that had seen both education and health funding decrease significantly. The national debt had grown to then unprecedented levels, and people were worried about it. Many Canadians had been laid off and the term “re-engineering” was yet to enter the broad lexicon, although I think “downsizing” was already familiar. The possibility of another Quebec referendum loomed large, and the effect this might have was of concern across the country.

In the rest of the world, Reaganomics and Thatcherism were still the way many governments were dealing with their economies. While this approach benefited a few, perhaps even making some individuals wealthy, it did little for the larger mass of people.

Hong Kong was set to revert to China in the near future. This buoyed the economy of British Columbia, because many Hong Kong residents were hedging their futures by buying property and setting up households in that province. In 1989 the Chinese people began a call for more democracy that resulted in the People’s Liberation Army firing on Chinese citizens in Tiananmen Square. This latter event occurred during the 1989 CAAA Annual Conference. While I tried to attend to my presidential duties, Lawrence Boland

was busy trying to track what was happening in China because we had a family member in Dalian on a Simon Fraser University study program.

The MacDonald Commission Report on The Public's Expectation of Audits was published in June 1988, and the accounting profession was concerned with how users perceived the auditor's role. The "expectations gap" was a phrase often used, and the profession was taking steps to clarify to the public what auditors did and did not do. One reminder of this time that we see today is the notification in the auditor's report that the financial statements are management's responsibility.

The profession was interested in how the global economy was going to affect management accounting. This was reflected in the theme of the Society of Certified Management Accountants of Canada symposium that preceded the CAAA Annual Conference in 1989. More specifically, there was interest in how management accounting could promote the achievement of excellence within organizations; the evaluation of performance within management accounting; and the integration of financial and non-financial measures within the management accounting mode. In financial accounting the profession was concerned with the use of current costs and general price level adjusted statements. We were near the end of the five-year experiment with the CICA Handbook Section 4510 "Reporting the effects of changing prices," and the usefulness of the recommended measures was being assessed.

The programs of both the 1988 and 1989 CAAA Annual Conferences provide evidence of current concerns: how lesser developed countries' accounting education programs could be assisted; the trend toward the usage of all multiple choice questions in professional examinations; and the impact of technology on both accounting education and practice.

What I remember most is how we tried to ensure that we had money and that it was well spent. While *Contemporary Accounting Research* has always been a success, there were concerns about how much of the budget went to produce it. As well, the journal published very little Canadian research and instead seemed to be dominated by U.S. academics. The money issues would have been even more difficult if we had not had David Moore as our Treasurer. Others of us were involved in trying to increase revenues by promoting advertising in the Newsletter and the journal.

There were concerns that the Board was not paying enough attention to the education side of the CAAA mandate. However, we were somewhat hampered in our ability to plan for education-themed events due to a lack of funds. Even with limited funds, the CAAA had two education-related initiatives that occurred or were continued during 1988-89. Through the efforts of Derek

Acland and the education committee, CAAA sponsored an Accounting Education Research Symposium at Concordia University on November 4, 1988. It was hoped that this event would foster more and better accounting education research in Canada. The second initiative was the continuation of a clearinghouse for course outlines that made possible the sharing of course content and ideas on how to teach accounting.

Another issue was whether to continue simultaneous translation of some parts of the Annual Conference. The cost was deemed to be high and the quality of translation often low. However, simultaneous translations allowed for more participation by francophone members. The CAAA Board decided to continue the translation but to monitor it more carefully.

One activity undertaken in 1988-90 was the promotion of careers in academic accounting. Most universities in Canada seemed to be suffering from a lack of qualified faculty members. The CAAA undertook several activities to promote this choice of career, e.g., writing articles for the professional magazines. The Association also sought to maintain the membership we had, and to promote the benefits of membership to more people involved in accounting.



Samuel H. Jopling
1989 – 90

Free Trade with the United States, which had come into effect on January 1, 1989, was experiencing growing pains as governments and private sector organizations in both countries attempted to eliminate what they saw as unfair practices by those in the other country while defending their own questionable *modus operandi*. Despite this situation, the possibility of including Mexico in a similar agreement began to be talked about openly.

In April 1990, a year after it had been proposed in the Budget, the House of Commons approved a national, value added type of sales tax, known as the Goods and Services Tax. The GST was intended as a replacement for the heretofore tax on items manufactured in Canada. Senate approval of the change would not be obtained until December.

Though the size of the annual budget deficit was less than the previous year, Canada's national debt continued to climb. At the same time, the rate of inflation was at its highest point in five years. And interest rates, which were already at a five-year high, continued to climb. The Bank of Canada lending rate was over 12.5%. Commercial banks quoted even higher rates. Though the unemployment rate had started to decrease during 1989, it rose again in 1990. Exports were at the lowest in ten years. Signs of a recession were ever more present. A great many Canadians were worried about the state of the country's economy. Meanwhile, the value of the Canadian dollar, which reached a two year high of \$ 0.84 U.S. in Spring 1989, continued to appreciate. A year later it was over \$ 0.86 U.S.

In 1989-90 members of the accounting profession were discussing many issues. The "great experiment" with Current Cost Accounting had come to an end, and various analyses of why it had not been a success continued to appear in the literature. The Cash Flow approach to preparing the Statement of Changes in Financial Position had gained acceptance, and various details were being worked out, including accounting for items such as hedging transactions and securities held for resale. Accounting for income taxes and for post-retirement benefits was being revisited. While Off Balance Sheet Financing had long been studied, Off Balance Sheet Risk began to receive increasing scrutiny. Accounting for multinational corporations, foreign currency translation, and other topics related to foreign operations were of increasing interest, particularly in the light of the Free Trade Agreement. Developing meaningful international accounting standards and harmonizing accounting standards of countries with different approaches to accounting and financial statement preparation no longer appeared to be as easy as some had previously thought.

Accounting for public sector organizations and not-for-profit entities was also garnering more attention. Standards for financial statement presentation by local governments were being developed. Despite apparent improvement in the quality of such reports, there was no unanimity on some basic questions, such as the purpose of these reports, the usefulness of depreciation charges and the significance of debt, the measurement of income, and the meaning of "the bottom line" to governments and not-for-profit entities. Obtaining value for money by governments was another topic of interest. The long-term effects of continued deficit spending and the size of the public debt were once more being discussed. In October 1990, for the first time in thirteen years, the Auditor General of Canada was able to render a "clean opinion" on the government's financial statements for the preceding year.

Several perennial issues faced CAAA again that year. Balancing the organization's budget was an obvious one. There were others. *Contemporary*

Accounting Research was in some ways a victim of its own success. From a standing start only a few years before, it had developed into a world-class research publication. Because of this, it attracted an increasingly large number of first-rate submissions from accounting researchers in other countries as well as from those in Canada. This led to both an increase in the size of the publication and a reduction in the proportion of articles authored by Canadians. Remaining within budget while simultaneously maintaining quality and boosting the proportion of Canadian content was a tightrope which editor Bill Scott had to walk. One aspect of the effort to maintain quality was the annual *CAR* Conference for prospective authors. Its theme that year was the Role of Information.

While *CAR* continued to attract quality articles, the number of CAAA monograph proposals was less than desirable. Many talented accounting academics, particularly those who were not yet tenured and who were being considered for promotion, were choosing to write articles rather than the more time-consuming monographs.

Accounting education was attracting increased interest and was the focus of serious research by several accounting academics. The writing of accounting cases had begun to gain popularity. Symposia and conference sessions on accounting education attracted more and more attention. The shortage of accounting faculty with doctoral degrees continued with little improvement.

The Association's annual meeting was, as usual, the highlight of the year. Thanks to the hard work of the conference chair, Dr. Zelma Rebmman-Huber of Simon Fraser University, and all those who assisted her, the 1990 Conference at the University of Victoria was a great success.

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C. Derek Acland 1990 – 91

The following material comprises edited excerpts from C. Derek Acland's "President's Comments" in Canadian Accounting and Education Research News, the CAAA Newsletter, in 1990-91.

The successful CAAA Annual Conference at the University of Victoria raised extremely interesting and provocative issues. . . . Bob Elliott, KPMG Peat

Marwick, New York, challenged the academic community to prepare accounting graduates able to function in the “information” era.

In my opinion, three general feelings within the membership stand out. (i) Members are generally very satisfied with the CAAA, (ii) Most members feel that the CAAA should place an increased emphasis on “education” matters (as opposed to “research”) and (iii) the CAAA journal, *CAR*, is held in very high regard by members. Items (i) & (iii) are a credit to past CAAA executives. Item (ii), while a priority of recent CAAA executives, will still require the most attention in 1990-91. The CAAA must develop innovative programs to facilitate the curriculum developments and improvements which have been called for above. We shall monitor and benefit from the new curriculum projects currently underway in the U.S.

The Annual Meeting of the American Accounting Association returned for the second time to Toronto in August. . . . Stephen Lewis’s convincing analysis of recent world events in his opening address made a great impact on our colleagues from south of the border.

By the time this newsletter is distributed, the first *CAR* Conference under Bill Scott’s editorship will have been held. . . . Bill had invited all business school deans in Canada to send a faculty representative to the conference. This will have the beneficial effect of including more faculty participants from across Canada.

I would also like to congratulate CGA-Canada for their initiative in organizing and financing two recent academic conferences. . . . These meetings go a long way in establishing Canada as a leader in international accounting and certainly raised the profile of our academic accounting community.

From my attendance at both the AAA Conference and the CGA Conference in Montreal, I could not help but be struck by a new wave rising in North American accounting academe. A number of speakers, many of them recognized as leaders within our field, commented on the great importance of achieving a better balance between education and research.

Patricia O’Malley has been appointed the first CAAA Vice-president Finance. Ron Salole of the CICA has now been formally appointed Treasurer as of January 1, 1991. David Moore’s resignation was accepted as of December 31, 1990. David will continue to act in an advisory capacity for the balance of this academic year. He has willingly accepted and effectively performed many important tasks, and, to a large extent, he is responsible for the success of the

CAAA. These changes reflect the increased importance of the financial and treasury dimensions of the organization's operations.

For the first time the membership directory, which was distributed to all members in November, was produced and mailed at no cost to the CAAA. I would like to thank McGraw-Hill Ryerson for their support in this project. As in past years, the cost of producing the Annual Conference Proceedings was borne by Prentice-Hall.

The Education Committee, chaired by Eldon Gardner, has organized the second CAAA Education Symposium/Workshop to be held May 10 and 11 at the University of Lethbridge. The title for the meetings, "Curriculum Developments in Accounting: Preparing for the Next Century," clearly indicates its importance for accounting educators.

The Annual Conference continues to be the main regular meeting for CAAA members. This year the conference is being held, as part of the Learned Societies Conference, at Queen's University, Kingston on June 6-8. The Program Chair, Alan Richardson, has chosen the theme "Usable Knowledge: The Role of Accounting in Social Problem Solving." We were disappointed that the Society of Management Accountants of Canada will be unable to hold their Management Accounting symposium on the day preceding the CAAA Conference this year. Their symposium had become a regular event for CAAA members. The CAAA Executive will be examining possibilities for sessions on the day preceding the 1992 Annual Conference in PEI.

Following several years of deficit results, we are pleased that the financial situation has been stabilized. The main reason for the surplus was the high interest rates in 1990. These will not be as lucrative in 1991, and we anticipate a decrease in interest revenue. However, the new sustaining patron contribution schedule is expected to balance the interest revenue decrease somewhat.

The Research Committee has identified the first winners of the Deloitte & Touche Research Grant Program. Four awards were made for article-length research projects. Last year the three professional associations that fund our monograph series were asked to allow a portion of their funds to be used for article-length projects (provided worthy applications were received). As a result of their assistance, additional article-length research projects have been funded.

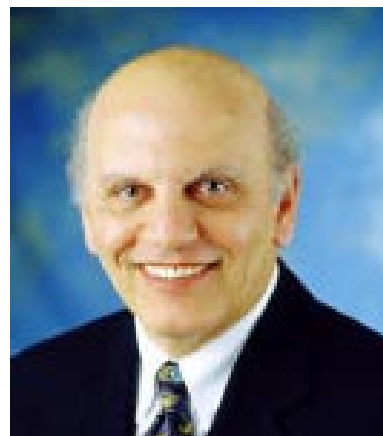
No monograph research project grant applications were received by the Research Committee this year. 1991 is the last year for the funding from the three professional associations under the current five-year program. The CAAA hopes that this program will be continued; however, it recognizes that some of

the terms will need to be altered to meet the current Canadian research situation. These terms will be negotiated with each of the three associations.

The Chair of the Education Committee has been charged with the task of developing a plan for more education activities and programs, possibly including additional conferences and symposia. The Editor of *CAR* has been asked to investigate possible modifications to the journal that would include educational components. It is clear that the momentum to expand the CAAA activities in education has started.

Nabil S. Elias
1991 – 92

In 1991-92 the post-Soviet era had already been ushered in, the effects of the Gulf War were still being felt, and a great deal of optimism characterized the global political scene, but the mounting deficits and economic pessimism were at a record high in spite of the silver lining that preceded the economic boom of the '90s.



The Accounting Education Change Commission played a predominant role in shaping accounting education in the United States. This impacted the thinking of the CAAA executive committee for a number of years preceding and following the year of my presidency. The structure of accounting standard-setting in Canada was revised with the establishment of the Accounting Standards Board to replace the Accounting Standards Committee (of which I was a member from 1988 to 1991). Issues of harmonization were taking on a sense of urgency. Technical topics at that time dealt with contingencies, measurement uncertainties, future-oriented financial information, income tax allocation, and financial instruments. A joint IASC-AcSB on the latter topic project was in progress.

The CAAA was keeping strong liaisons with each of the three professional accounting organizations. Their support for accounting research and education

became even stronger as a result of the CAAA's attempt to increase its focus on education to parallel its achievements in supporting research. Activity-based costing, activity-based management, quality costing, environmental costing, and balanced scorecard topics began to take hold in management accounting courses on many campuses, and three or four years later these topics became entrenched in standard textbooks. Accounting for changing prices, which was a hot topic throughout the 1980s, took a back seat as the lengthy CICA Handbook section dealing with this topic was dropped in the late '80s.

I chaired a Strategic Planning Task Force while I served as CAAA Vice-president in 1989-90. This task force included two Past-presidents, Yvon Houle and Alister Mason, and then President-elect Derek Acland. The group's work involved an extensive survey, numerous interviews, several meetings, and a final report. The report was wholeheartedly endorsed by the executive by the end of that year. The following year, CAAA President Derek Acland began the process of implementation of the report's recommendations. By the end of my presidency, all the Task Force's recommendations were either implemented or explicitly dealt with in one way or another.

During 1991 and 1992, the executive adopted a refined mission statement that encompassed both accounting education and research, established a new finance committee, designated one of the VP positions as VP Finance, established a new fee schedule for sustaining patrons that took into consideration the mergers of public accounting firms at that time, extended some positions on the executive to two-year terms, secured support for expanded article-length research support, expanded the mandate of the research committee to encompass all aspects of accounting research, decided to include doctoral programs in the *CAR* conference invitations, secured a CAAA position on the Accounting Standards Board, and undertook a number of initiatives in accounting education.

One of the Strategic Planning Task Force recommendations was that the CAAA should undertake more initiatives in accounting education rather than simply react to changes elsewhere. A special issue of *CAR* was commissioned to publish research in Canadian accounting education under the direction of Michael Gibbins. This issue was published in 1994. It was to set the stage for innovation and change in accounting education in Canada. In addition, the education committee was instructed to initiate and organize professional development activities in teaching and research, and to introduce small regional conferences, the *CAR* editor was instructed to consider the introduction of a new section in the journal dealing with high-level education research. Although the future is now uncertain regarding professional accounting education with the introduction of the CASB, I think the CAAA will continue to play an important

and even more critical role in ensuring continuous improvement in education and research.

Overall, the year of my presidency was busy but rewarding. The CAAA and its membership should be proud of the strides made along the continuous path of excellence and dedication to improve accounting education and research in Canada.

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Jean-Guy Rousseau 1992 – 93

The following material comprises edited excerpts from Jean-Guy Rousseau's "President's Comments" in Canadian Accounting and Education Research News, the CAAA Newsletter, in April 1993.



When I was appointed President in Charlottetown, I thought that I would be able to accomplish a great deal of work. At the same time, I knew that to be president of an association such as ours would be a demanding task. Before I knew it, I was already writing my last president's message. Even though a significant amount of work was done, I left my successors to continue the work I had just started.

It really was an honour for me to be able to serve our Association as president. It allowed me to see the quality and the amount of effort made by the members of the Executive Committee and the other committees, as well as the variety and wealth of talented people dedicated to the success of the CAAA. I was grateful to all of them for their valuable cooperation. It would be ungrateful, however, not to mention also the constant support given by my institution, the Ecole des Hautes Etudes Commerciales, and especially its director, M. Jean Guertin, and the director of the Accounting department, M. Pierre Royer.

The theme for the Annual Conference proposed by Professor Howard Teall of Wilfrid Laurier University, "Innovations in Accounting Research, Education and Practice," illustrates the fact that we, as accounting educators, are deeply interested by the concerns and needs of the different sectors of society. "Research on the State of and Prospects for Canadian University Accounting Education" with Professor Michael Gibbins of the University of Alberta as its project director was still underway. Everyone involved in the different working groups was taking the project seriously and were busy gathering the required information.

The finance committee chaired by Professor Howard Armitage, University of Waterloo, began to review the Association's strategic planning with respect to finance. . . . Following the success of the environment symposium held in Montreal, several other ideas started to take shape in the minds of the members. Considering the milieu in which we are operating, education should be one of our main concerns.

Because of the valuable financial cooperation and understanding of the three accounting professional organizations, the Association could support monographs and article-length research, basic and applied, and accounting and accounting education research. I hoped that in future years we would see an increasing commitment to research, not only in the field of accounting but also in the field of accounting education.

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Patricia L. O'Malley
1993 – 94



As I recall, things in 1993-94 were just beginning to turn around from a rather nasty recession although budgets everywhere were still pretty tight. Companies were still going through massive down-sizing, right-sizing, restructuring.

In the U.S., standards prompted by the Savings & Loan crisis (SFAS 114 and 115) were being implemented, and better disclosures about financial instruments were being developed. In Canada, the standard on impaired loans similar to

SFAS 114 was released. In addition, the Accounting Standards Board released the Re-Exposure Draft of its proposed standard on financial instruments jointly with the IASC. (This is a depressing reflection, as yet another international draft proposal on the same subject has just been released – and this time it's at a pre-exposure draft stage.)

The other major topic on the profession's agenda was dealing with the work of the Accounting Education Change Commission in the U.S. The results of AECC-funded projects were beginning to be reported and were having an effect on the design and delivery of accounting programs in Canada as well.

The CAAA was trying to put more focus on the education side of its mandate. During my term, the work of our specially commissioned research project on education was ongoing. We were actively working with the three major funders of our research program to modify the terms of the research grants to permit CAAA's research committee to fund more article-length research and to work in innovative areas, such as education. There was real concern that, if the funds granted annually by these bodies were not all being awarded, they might conclude that the funding was not needed.

International recognition of the quality of *CAR* brought a surge of new submissions, resulting in the need to create an associate editor structure. . . .

On a more mundane note, the administrative office was relocated from the University of Toronto to the SMAC offices in Hamilton, resulting in much more pleasant working conditions for the secretariat and important cost savings for CAAA.

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V. Bruce Irvine 1994 – 95



The Canadian economic environment was now stagnant and flat. The TSE 300 index was about 5000, the prime rate was about 5.5%, a five-year mortgage rate was 8%, the consumer price index increased during the year by about 0.2%, unemployment was 9.5%, and the Canadian dollar could be exchanged for \$ 0.74 U.S. Accounting firms were merging and worrying about budgets. Job opportunities for accounting students were not strong. Universities were continuing to suffer budget constraints.

The CAAA was not oblivious to the consequences of the economic times. The agreement with Deloitte & Touche for article-length research grants was to expire. Agreements with the CICA, CGA-Canada, and the SMAC for research and other support would be up at the end of the following year. The CAAA, embarrassingly, held a substantial amount of unused and uncommitted funds provided by the three professional bodies which was restricted for monograph projects but for which proposals had not been forthcoming in recent years. SSHRC support for our annual Conference was not provided. Significant financial support for the production and administrative aspects of *Contemporary Accounting Research* by the editor's university could no longer be counted upon.

Within this context, one of the initial undertakings of the 1994-95 CAAA Board was to address strategic planning. Review of the 1990 strategic plan indicated that much had been done based on its recommendations. The discussion accepted that the CAAA was doing the right things in terms of providing members with value-added programs regarding research and

education. These would be continued. The Board also committed to increase CAAA's provision of education-related programs as well as to address issues regarding funding, the organization's structure, and recognition of volunteers and supporters. Given the economic climate and concerns about the continuing availability of financial support, the Board knew that its work over the next few years would not be easy.

As for accomplishments during 1994-95, I believe the following are notable:

1. We established a "permanent" administrative and production office for *CAR*. This resulted, at least in principle, in a managing editor being responsible for the administrative, production, and distribution activities of the journal, and left the editor with responsibility for the academic decisions regarding content. Also, the CAAA assumed responsibility for costs previously covered by the editor's university. It was intended that *CAR* would eventually become self-sustaining.
2. The CAAA Internet Gopher cite became operational. It initially served as a reference source for some course outlines and for reports by CAAA committees on Exposure Drafts.
3. It was decided that, beginning with 1996, the CAAA Annual Conference would no longer be held with the Learned Societies Conferences. Instead, the plan was to hold our conference at the same location as the ACSB Conference, just prior to that event.
4. At our annual meeting (June 1995, in Montreal) the 1976 by-laws of the CAAA and all subsequent amendments were repealed and replaced by a new, comprehensive set of by-laws. Additionally, annual membership fees were raised on a gradual basis over a three-year period from the then existing \$50 to \$95. I will remember this meeting for the rest of my life. It was characterized in *Canadian Accounting Education And Research News* (August 1995) as one where issues and questions "were vigorously debated with procedural wrangling and a number of proposed amendments." Members adequately and appropriately exercised their democratic right during the meeting. Although many participants were late in getting to the reception that night, I believe the eventually approved by-laws and fee changes resulted in significantly strengthening the CAAA.

While reflecting on my presidential year, it strikes me that virtually all of our accomplishments resulted from actions taken and decisions made by the CAAA over the several years I served on the Board. In essence, we evolved.

Daniel B. Thornton
1995 – 96



In 1995 the Canadian economy was emerging from a severe recession.¹¹ With the exception of Alberta, provincial governments responsible for university budgets had been trying to spend their way out of trouble and now they were out of money. Unemployment was high. The public mood was that universities had failed to train students adequately and most of our research was useless, so university funding was cut and class sizes increased. Some provincial governments had instituted wage controls that froze professors' salaries and even reduced them to 1990 levels. Meanwhile, the Canadian dollar had declined from about \$ 0.90 U.S. in 1991 to about \$ 0.73 U.S. on the day I became the CAAA's twentieth president.

Membership in the CAAA was declining, and our sponsors in the accounting profession were asking hard questions about how we had spent (or, ironically, not spent) the money they had donated to shore up Canadian accounting research. Public accounting firms were not flush because the recession had been a drag on their cash flows too. Public accountants were not impressed to learn that much of the money their organizations had donated to the CAAA for monograph-length research was languishing in fixed income

¹¹ Dan Thornton, on the right, is pictured here with Arthur Levitt, Chairman of the United States Securities and Exchange Commission where Dan spent the CAAA's silver anniversary year as Professional Accounting Fellow in the Division of Corporation Finance.

securities because almost no one wanted to write a monograph. In a way, it was fortunate that no one wanted to write one, because we needed the interest on this money to pay the operating expenses of *CAR* and a newly minted, full time CAAA secretariat. Obviously we couldn't go on like that.

I remember two salient issues above all others in the accounting profession. One was accounting for derivatives and hedge accounting. Of course, that's still an issue. But it was a particularly cogent one then, because non-financial corporations were beginning to use derivatives much more extensively for off-balance-sheet risk management. No one seemed to notice that the FASB's conceptual framework already contained the theory to handle derivatives, because very few professors and even fewer practitioners had really studied the framework in sufficient depth to know how to apply it.

The other big issue was the declining popularity of accounting as a desirable major in business schools. Paradoxically, one reason for this was that finance and risk management were becoming very popular elective courses, and the brightest students couldn't understand why the profession was so slow in coming to grips with accounting for derivatives and other financial instruments.

Meanwhile, FASB Concepts Statement No. 4 (Con 4), as it applied to not-for-profit organizations, reminded us that "Financial reporting should provide information to help present and potential resource providers and other users in assessing the services that an organization provides and its ability to continue to provide those services. They are interested in that information because the services are the end for which the resources are provided. The relation of the services provided to the resources used to provide them helps resource providers and others assess the extent to which the organization is successful in carrying out its service objectives" (Con 4, paragraph 38). And FASB Concepts Statement No. 6 (Con 6), which defines the elements of financial statements, proposed that the financial statements of not-for-profit organizations contained most of the same basic elements as those of business enterprises. The exception is that equity, which is defined only in total for business enterprises, is broken down into permanently restricted, temporarily restricted and unrestricted net assets. Con 6 gave us an excellent description of the CAAA's financial statements and what they meant—or should mean.

Finally, the U.S. Securities and Exchange Commission was cracking down on companies that provided inadequate disclosure in the Management Discussion and Analysis (MD&A) sections of their 10-K reports that were supposed to depict the companies' opportunities and risks "through the eyes of management," in both bad times and good times. I decided that the best policy in such times was to apply to our organization the same stringent standards that our

profession applies to business organizations—the standards we teach our students in the classroom. Therefore, the CAAA president should provide an MD&A in the organization’s annual report that frankly discusses the opportunities and risks facing the organization, and that explains how the levels of and changes in the elements of its financial statements affect the goals of its major resource providers: members and donors.

The 1996 MD&A outlined issues facing the CAAA. For our members, it said we wanted to lever the education and research initiatives of our members through an Internet site. We wanted to preserve the vitality of *CAR* and open its annual conference to more Canadian accounting scholars. We wanted to secure our donors’ permission to redirect the restricted monograph funds to pay for these initiatives. For our donors, it said we wanted to apply research to practice by commenting on exposure drafts in areas where academics had comparative advantages and exploring cooperative research between professors and practitioners. We wanted to revamp our curricula to make accounting education liberal enough to weather fast-approaching social and technological changes, so that our donors could expect an adequate supply of able practitioners able to stand toe-to-toe with graduates of other disciplines.

The MD&A then went on to outline the risks facing the organization. “For 1996, we expect that the organization will break even. Membership fees, sustaining patron contributions and investment income from our unspent research funds will just cover our net expenditures on *CAR*’s deficit, on the full time CAAA Secretariat, and on the current education and research initiatives. The new initiatives . . . would deplete our investment account and the yearly income that it now generates. This makes it necessary to expand the membership base . . . and increase fees. We do not have a good reading on the elasticity of demand for CAAA memberships. If our membership decreases, we might have to abandon some of our worthwhile projects to balance the books. This, in turn would make membership less attractive and possibly instigate a vicious circle of declining membership in the organization On the education side, the biggest risk is that our request for funding of CAAA-Net will not be approved The other major threat . . . is the potential loss of research funding and support. The cost of maintaining *CAR* as a quality research outlet is increasing. To date, we have enjoyed the largesse of the editors’ universities But with university budgets shrinking . . . *CAR* must become self-sustaining if it is to survive. Coincidentally, professors’ teaching loads are increasing and it is getting harder for many of them to find the time to even read *CAR*, let alone publish in it Universities must compete for research-oriented scholars with U.S. universities that offer assistant professors double the salaries available in Canada. This raises the question of whether Canada will have enough research-oriented academics to sustain a journal of *CAR*’s scale and stature.”

The MD&A concluded that “we must justify to our sponsors why they should continue funding CAAA research” at a time when federal funding from SSHRC was dwindling and the competition for research funding in the business disciplines was intensifying. “Should the CAAA research support not materialize, some of our members would probably ask themselves whether the benefits of belonging to the CAAA justify the cost of membership We cannot go on as we have been.”

And of course we didn’t. The difficulties that the CAAA faced in its twentieth year forced it to be more accountable to its constituencies, setting the stage for the enunciation of realistic goals against which to measure its future successes.

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Réal Labelle 1996 – 97

I first got acquainted with the CAAA in 1980 when the Association held its Annual Meeting in Montréal. Later, I was fortunate to attend the 1983 CAAA doctoral consortium which was held in Kingston. Thanks to professors such as Dan Thornton, Bill Scott, Mike Gibbins, Al Rosen, Rashad Abdel-Khalik and Bob Kaplan, this was a real eye-opener for me and greatly influenced my career. “Fugit irreparabile tempus” Time flies! So, here I am, writing a section as one of the past presidents.



The social and economic conditions during the year of my presidency were very similar to the ones experienced by my immediate predecessors. In fact, many of the issues being discussed in the accounting professions and facing the CAAA were the same as for many other past-presidents. Not the least was the insidious clash of interests between its three major sponsors that CAAA always had to consider in its decision making process.

The CICA, CGA-Canada and Deloitte & Touche renewed their financial support for CAAA activities. What was new is that CAAA would have more discretion in the allocation of some of those funds, for instance, to support its operations. Furthermore, the CICA also set aside an additional \$ 20,000 to finance applied research. Since then, on a model similar to the CGA-Foundation, CAAA members are invited to submit, directly to the CICA, project proposals pertaining to accounting standards and other topics of particular interest to the accounting profession.

Although professional accounting associations' support for the CAAA remained strong, our sponsors' concerns about of the accumulated unspent research funds they had contributed over the years¹² had to be addressed. All of the projects considered by the Board to spend those funds, including the CAAA-Net project mentioned in my predecessor's section, a transfer of funds to ensure *CAR*'s long-term survival, and a research project on the use of Internet in accounting education, research, and practice were rejected for one reason or another.

The issue was finally unravelled as follows. The CICA's portion was returned and it took upon itself to use it to finance the project on the use of Internet mentioned above. The SMAC decided to suspend its annual grant until the funds accumulated through its past contributions are used up. The CGA left the money where it was.

During my term, I also had to deal with a very sad event, the struggle against cancer of the late Lane Daley. With great sorrow, I had to accept his resignation as Editor of *CAR*. CAAA is very grateful for what Lane did for *CAR* during his term. On his recommendation, the Board turned *CAR* into a quarterly journal. To reinforce its distinctive feature of being a partly bilingual research journal, it was also decided to have longer abstracts of every article in French, instead of having just one article translated per issue. Considering how difficult it is to publish such a journal, CAAA proudly does it in two languages. This of course applies to everything (or almost everything) the organization does. Finally, the *CAR* conference was held out of the editor's home city (in Toronto) for the first time.

To find a replacement for Lane, I had to do a task normally done by the nominating committee and put together a search committee that brought Gerald Feltham and Dan Simunic as co-editors of *CAR*, a première.

The person in charge of *CAR*'s production in Calgary also resigned during my term to take another position. Despite the loss of two key people, everything

12 Refer, for instance, to Len Brooks's, Bruce Irvine's or Dan Thornton's sections.

remained under control at *CAR*, thanks to the new co-editors and Mike Gibbins, former *CAR* editor and a colleague of Lane in Edmonton, who stepped in to smooth the transition.

Finally, in an effort to address the concern that *CAR*'s success as a renowned global journal had reduced opportunities for Canadian academics to publish in it, we considered an arrangement with *The Journal of Accounting Case Research* which could have smoothed our way to a journal more focused on education and Canadian content. Fortunately, this problem is now behind us with the creation of *Canadian Accounting Perspectives*.

Despite some difficult times, I greatly appreciated the privilege and honour of serving as CAAA president. This has allowed me to work with people, particularly on the Board of Directors and other CAAA committees, whose rich and diverse talents and devotion to the cause of Canadian accounting academics is a source of much pride. I thank them sincerely for the valuable cooperation. I would also like to acknowledge the support I received from my Business school, HEC-Montréal, and particularly its director Jean-Marie Toulouse, and the director of the Accounting department at the time, Jacques Fortin.

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Howard D. Teall
1997 – 98



In June 1997 the Liberals were elected to their second term with Jean Cretien as Prime Minister. The Reform Party replaced the Bloc Quebecois as the Official Opposition. In 1998, the GDP was \$688.3 billion, inflation was as 0.9% and unemployment was 7.8%. The Academy Award for Best Picture went to *Titanic* in 1997 and *Shakespeare in Love* in 1998. The Stanley Cup was won by the Detroit Red Wings, and Calgary won the Grey Cup.

The accounting professions were undergoing change as well as they each worked to deal with changes in response to their external stakeholders. The CICA was working to develop a new vision, and its Education Re-Engineering Task Force was meeting with interested persons across Canada to develop its recommendations for a new education program for CAs. These efforts were in part a response to a reduced demand for auditing and assurance services but an increased demand for people with financial skills. To respond to this demand for specific skill sets, the CICA was considering the issue of specialization within the profession. Meanwhile, CMA Canada was continuing to re-examine its mission as it shifted its focus from the accounting side to the management side of its designation. Changes in curriculum requirements and the examination and accreditation processes were evolving to reflect changes in the focus of the designation. At the same time, CGA-Canada was at the forefront in the development and delivery of accounting courses using electronic means for distance delivery. The CGA designation was the primary designation directly accessible from a college diploma. However, CGA-Canada was now considering the issue of requiring students to possess a university degree prior to receiving the designation. Discussions with universities were undertaken to develop linkage programs for college students to have accessibility to a university degree.

For the CAAA, some of the major events would include the following. In 1997-98, Gerald Feltham and Dan Simunic were appointed as co-editors of *CAR* starting July 1, 1997. A full-time CAAA Managing Director position was created, and filled by Co-managing Directors Vittoria Fortunato and Paul Granatstein. The CAAA renewed its relationship with each of the three professional accounting bodies following meetings to discuss how the CAAA could best fit with their goals and objectives. The ongoing partnership with all of the accounting professions continues to be an important function of the CAAA. The year finished with a successful annual conference in Saskatoon, where Gary Entwistle chaired the conference program.

For me personally, the year as president was very rewarding. It culminated my involvement with the CAAA since 1993, serving as conference program chair, membership committee chair, and ascending the presidential ladder. But even more important, I was able to visit many of our universities across Canada to discuss with accounting professors the issues facing them and the role of the CAAA. These visits continued during my year as past president and I presented a report of my observations, conclusions, and recommendations to the CAAA Board at my last meeting. I can only trust that my efforts have provided to the CAAA benefits worthy of the rewards that I have received through my association with the organization.

David H. Bateman
1998 – 99

While the Canadian economy in 1998-99 was experiencing a healthy rate of growth, most Canadian governments – both federal and provincial – were still focused on deficit reduction programs. In most locations across Canada this meant tight provincial budgets, with minimal funds available to post-secondary institutions. Budgets were tight for most Canadian universities. The U.S. economy was heating up at an even faster pace, and this meant that the competition for human capital (the brain drain) was more intense than ever.



The Canadian accounting profession as a whole was responding to the impacts of a more global, dynamic and competitive marketplace, which was seeing the rising influence of the Internet as viable medium for conducting business. Accounting standard setting was continuing its move towards more internationalization. The accounting professional bodies were engaged in redefining and communicating the role of accounting in society (as broader, more strategic, and all-inclusive), while at the same time identifying specific new services that could be performed by their members. This meant re-examining existing strategies, visions, organizational structures and relationships, and developing new roadmaps for the future. The times were a-changin' and the accounting professions were responding to these changes.

One common element that was becoming even more important in the emerging "knowledge economy" was that of education, both pre- and post-certification, if professional accountants were to continue to provide quality services to society. Each of the professional bodies was working to resolve the question of what the "right stuff" is for their members to possess and how it should be delivered so that they can have successful careers as professional accountants.

Information from past CAAA president Howard Teall's cross-country visit to twenty-five accounting departments, a membership survey by Efrim Boritz, and experiences of Board members identified several major and continuing issues facing the CAAA during 1998-99. Issues which received direct attention were the need for strategic planning and focus, the lack of sufficient financial

resources, and the need for better communications with major sponsors and members.

The Board addressed these issues by conducting a strategic planning review. This review confirmed the importance and relevance of the Association's mission of promoting excellence in accounting research and education in Canada. It was agreed, however, that accounting education's role and profile within the Association needed better support. The challenge before the Association was how to re-align its activities in a changing accounting community.

An ad hoc fundraising committee led by Bill Swirsky reviewed all of the Association's fundraising activities. The concept of "Partnering for Success" as a theme for revitalizing fundraising and establishing stronger ties with key participants and supporters of the Canadian accounting community was developed in consultation with the Association's major sponsors/partners (CICA, CGA-Canada, and CMA Canada). By co-ordinating fundraising activities CAAA looked to gain more financial support and to provide its partners the opportunity to become more involved by designating activities they wished to support. A separate education fund account was created to receive contributions from partners, patrons, sponsors, and donors for education initiatives.

Effective communication is the glue which keeps organizations together. The CAAA is no different and in fact is more dependent on good communications, considering its volunteer structure and the physical location of members. To facilitate communications the Association created an informal network of on campus CAAA liaison or contact persons (one at each Canadian university/college) to assist in improving two-way communications and to provide the membership with information about what is happening on campuses across the country.

The evolution of the permanent Managing Director's role and responsibilities greatly improved CAAA's administration and communications functions. The Board made extensive use of e-mail and continued to develop a modest web presence via CAAA-Net. It recognized the need to more extensively employ Internet-based technologies, and plans were initialized to increase the content on our current website and to use e-mail and listserv technologies. Three listserv discussion groups were established; CA3adm-l (administration and membership), CA3res-l (research), and CA3edu-l (education). All members were subscribed to CA3adm-l and could choose to subscribe to the others. (See <http://www.stmarys.ca/partners/caaa/htmldocs/admpub/listserv.htm>) These groups are expected to become the accepted medium of more effective communication between members and the CAAA office.

Two education initiatives introduced by John Friedlan (Education chair), namely an education stream at the annual Conference and the educator's forum in the CAAA newsletter, have been well received by the membership.

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J. Efrim Boritz
1999 – 2000



My involvement with the CAAA Board began as Chair of the membership committee when Paul-Émile Roy persuaded me to accept the nomination. I took on this role without knowing what to expect. Until that time I had been a fairly passive member of the CAAA, content to attend the conferences and periodically present a paper. I had little understanding of the issues that mattered to CAAA members. With Réal Labelle's blessing, I carried out a survey of members to identify issues that concerned them. One of the strongest responses to my survey was a near-universal expression of appreciation

for the effort at communicating between the Board and the membership. As a result, communication became a vital theme during the next several years that I served on the Board, and then as President of the Association.

The social and economic climate during my presidential year was an interesting combination of optimism and dread. The stock markets and the economy were booming. Everyone was looking forward to the dawn of the new millennium, but there was some disquiet about the Y2K time bomb. Still, for the most part, it was a time of great optimism.

The accounting profession was in the throes of a great transformation. Leading professional bodies had spent several years developing vision and mission statements, pointing to a desire for exploring new territories, new competencies, and new ways of doing business. There was a significant push to change accounting education to serve the transformed visions of these bodies

and an equally strong impulse to globalization of accounting, auditing, and education standards.

The International Accounting Standards Committee (IASC) was on the verge of becoming the accepted global accounting standards-setter, and the International Federation of Accountants was working on the supportive infrastructure of auditing standards and practices geared towards more uniform global compliance with international accounting standards.

Canada was going to be caught in a tug-of-war between U.S.-based international accounting standards and European-based international standards being developed by the IASC. Given that most of our textbooks were adaptations of U.S. texts and that almost all of our financial activity involved U.S.-based entities and financial institutions, it was not at all clear which way we would go, if push came to shove.

On another front, competency-based assessment seemed to be on all the professional bodies' agendas; but the majority of us academics had no knowledge of what this term even meant, never mind its implications for accounting education.

The CAAA was facing several key issues:

- How to deal with the shrinking and aging membership base.
- How to best serve the small and widely dispersed membership.
- How to remain attractive to a membership composed of mainly academics who were also members of the American Accounting Association or the European Accounting Association, both of which were on a growth mission.
- How to fulfill the dual roles of research and education without slighting either one.
- How to maintain the Association's traditional interest groups (accounting, auditing, and tax) while expanding into the growth areas of finance, technology, and other areas.
- How to remain relevant to the professional bodies that are key sponsors of the Association.

I was encouraged when Howard Teall took up the matters raised in the membership survey, consulted with as many members across the country as he could, and ultimately developed a series of concrete recommendations that the executive could implement. Some of the most important of these were enhancing communications; extending the education dimensions of the Association's activities, which some members felt had been given short shrift relative to the research dimension; and addressing the concerns that *Contemporary Accounting Research (CAR)* had strayed from serving the members' needs for a publication outlet by having become a North American and even global journal with reduced opportunities for Canadian academics to publish in it.

One of our successful 1997 initiatives was the post-conference workshop organized in partnership with the University of Waterloo Centre for Accounting Ethics. This workshop has subsequently become an annual event, attracting a core of enthusiastic participants.

The following year, I worked with David Bateman to implement a communication infrastructure through the establishment of the listserv capability.

By the time my presidential year arrived, I saw my agenda very clearly. During my acceptance speech I jokingly referred to my three key objectives as implementation, implementation, and implementation. In the preceding three years we had developed a list of action items. The list was valid, derived as it was from surveys and discussions with the members. I felt that I could help advance the agenda by focusing on execution of the excellent proposals before the Board. I started a weekly e-mail to members to inform them of what was going on with the Association, in order to strengthen their ties to both the Association and the Board. Then I started dealing with key issues.

A fundraising task force consisting of David Bateman, Bill Swirsky, and me developed a new funding structure that provides for clearly defined levels of partnership and recognition of the financial support provided by key sponsors, sustaining patrons, and other financial supporters. We received significant funding commitments from the three accounting bodies, as well as from textbook publishers and other partners and supporters of our research and education activities, such as the Deloitte & Touche research grant program. We obtained five-year bridge financing from CGA-Canada and the CICA for the start-up of CAP. This generous financial support by these organizations is a great vote of confidence in our Association and a tremendous contribution to the well-being of accounting education and research in Canada. However, although we are grateful to these organizations for their financial support, equally

important are the benefits that accrue to the CAAA from their good offices and, particularly, the work done by volunteers from those associations who serve on our Board. Personal time and energy are the scarcest resources, and I was fortunate to have large contributions of both time and energy from Martyne Boutot and Lynda Carson (CGA), Todd Scaletta (CMA), and Bill Swirsky (CA).

A particularly noteworthy initiative undertaken in conjunction with the *CAR* conference was the seminar for doctoral students and new faculty to take advantage of opportunities provided by that conference to develop the research potential of our members. Gerry Feltham, Dan Simunic, and Paul Granatstein organized an excellent event on behalf of our young researchers. Dan Simunic followed up on this initiative at the annual conference with a special pre-conference research workshop for PhD students and new faculty looking to hone their publication skills. I also worked with the Education Committee on the education track and, in particular, to expand the information technology content of the education program at the annual conference.

A task force headed by Gary Spraakman with members Kenneth Boulter, Carla Carnaghan, Peter Cunningham, Michael Gibbins, David Harrison, Mike Kerr, Brian Leader, Mort Nelson, and Hema Rao deliberated on the subject of competency-based assessment. Its report to the Board is posted on the CAAA website. Much interest was expressed in this topic by our members, and a session on competency-based assessment was organized for the annual conference.

Anne Fortin was keen to create another publication outlet for the membership. She accepted my invitation to head a task force made up of Glenn Feltham, Irene Gordon, Alan Richardson, Howard Teall, and Nickie Young to look into this possibility. Ultimately, at the annual meeting, the membership overwhelmingly supported the creation of *Canadian Accounting Perspectives (CAP)*. We all owe a debt of gratitude to Anne, who helped transform this idea into reality.

During my term, I also had the pleasure of chairing the search committees that led to the appointment of Gord Richardson as the editor of *CAR* and Alan Richardson as the editor of *CAP*. I felt that the CAAA would be extremely well served by these two dedicated scholars.

I was just hitting my stride when the Annual Conference, held in Halifax that year, rolled around. The pre-conference session on *Measuring Value Creation* was a highlight for those interested in the valuation of intellectual property that is the core asset of many enterprises in the “new economy.” Led by Rod Anderson and Rob McLean, this workshop gave academics and

practitioners an opportunity to learn about the new framework for performance reporting. In that same vein, the conference featured a plenary session on managing and measuring value in the new economy, presented by one of the authors of the book *Cracking the Value Code*, Steve M. Samek, partner at Arthur Andersen.

The most eventful session for me was the unanimous vote by a capacity crowd to increase member fees to support the creation of *CAP*. The atmosphere was magical. The lobster supper provided a wonderful opportunity to see old friends and colleagues, and to kick up our heels with the country dancers brought in for the occasion. It was a great way to end a great year.

My final project as President, and now Past-president, was initiating the twenty-fifth anniversary celebration and, especially, producing this book. As I mentioned in the preface to this volume, I am very grateful to Stephen Zeff for prompting me to do the latter.

**Anne Fortin
2000 – 01**



The year 2000-2001 has been marked by a Federal election where one of the major preoccupations was the poor state of the national health care system. On the economic front, the year that started with good economic conditions showed serious signs of a slowdown as time passed. Shares of the companies of the new economy dropped in value when the market corrected their over-evaluations. Developments in enterprises of the new economy have prompted more interest in the valuation of intangible assets, often an important part of the value of such enterprises.

To match the fast pace in the development of the economy, the three professional accounting bodies are constantly adapting their educational

requirements for future professionals. The CMAs have put in place their Strategic Leadership Program. The CAs are moving toward an educational program focused on the development of competencies. The CGAs are making use of the new technology by offering their programs through distance education methods using computer-based materials and Internet.

Through these changing times, the CAAA continues to support the undertakings of its members in education and research. Several sessions on education are now offered at its Annual Conference. Further, the Education Committee, which met in November 2000, developed a two-year work plan which includes the identification of relevant items on education and education research activities for the CAAA web site. The Committee also put forward the idea of developing cases or innovative teaching tools and materials to be featured on the site. Cases or materials would be submitted to the Education Committee for peer review. The Board welcomed the idea, and the Education Committee will establish guidelines for submission and evaluation of proposals and devise terms of reference for funding.

CAAA members' research efforts are supported through research grants, and members have an opportunity to present their results at the Annual Conference or the CAR Conference if their papers are accepted after peer review. In 2000, the Research Committee, chaired by Duane Kennedy (University of Waterloo), selected five research applications, among the fifteen submitted, to be funded from CAAA research funds. The Committee is also evaluating applications for each round of the Deloitte & Touche / CAAA Research Grant program.

The CAAA has one of the world's finest accounting journals, *Contemporary Accounting Research*. *CAR* has become a global journal and it will continue to build on its traditional areas of excellence while expanding to other research streams. The call for papers for the sixteenth *CAR* Conference reflected this emphasis by encouraging authors to submit papers in areas formerly under-represented in the journal.

Canadian Accounting Perspectives (CAP), with Alan Richardson (Queen's University) as its first editor, is receiving a stream of submissions from authors working in Canada, running well ahead of *CAR*'s first year submissions. The editor also commissioned a paper on the nature of applied research in accounting and a forum on the AAA monograph *Charting the Course through a Perilous Future*. The first issue of the journal promises to be interesting and thought provoking!

In the Fall of 2000, the Membership Committee launched a membership drive through existing members, using the university representatives as primary contacts. It was accompanied by prizes for new members and their sponsors. The draw, which took place on Valentine's Day 2001, made four happy winners. A number of new members joined, thanks to the effort of their sponsors.

The Board approved several improvements and clarifications to the Association's By-laws. Larry Boland worked hard to review the existing By-laws, and the Association is thankful to him for the time and effort that he put into this task.

Current issues under consideration at the end of these 25 years include updating the CAAA web site with a new design and providing electronic access to the Association's journals.

I am proud of having helped the Association in its efforts to support its members' endeavours.



Greetings

Scotiabank

**CAs of Canada and Bermuda and their provincial
Institutes/Ordre**

CGA-Canada

CMA Canada

Andersen

Deloitte & Touche

Ernst & Young

KPMG

PricewaterhouseCoopers

McGraw-Hill Ryerson

Pearson Education Canada

Wiley

