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DEPARTMENT OF ACCOUNTING STRATEGIC PLAN

2014-2019

UNT[®]
UNIVERSITY
OF NORTH TEXAS[®]



UNT DEPARTMENT OF ACCOUNTING VISION

To educate the most knowledgeable and highly sought after undergraduate and graduate accounting professionals.

UNT DEPARTMENT OF ACCOUNTING MISSION

The mission of the Department of Accounting is twofold.

- **Professional programs** – to prepare a diverse student body for careers in industry, public accounting, and the nonprofit sector.
- **Doctoral Programs** – to prepare students to conduct discipline-based research, appreciate a variety of research methods, and engage in quality instructional activities.

DEPARTMENT OF ACCOUNTING – STATEMENT OF COMMITMENT

The faculty of the Department of Accounting is committed to extending the body of knowledge in the areas of discipline-based and practice-oriented research and participating in the intellectual discourse in the field in general. The faculty is further committed to the dissemination of knowledge through high-quality teaching and other curricula-related endeavors. The faculty values service activities that contribute to the advancement of the profession, the academy, and provide opportunities for professional interaction and faculty development.

The Department serves a diverse student body encompassing traditional and non-traditional students. The faculty is committed to providing an accommodative and supportive learning environment, including flexible class scheduling, office hours, modes of student-teacher communication, and course delivery.

The faculty of the Department is committed to preparing students for career development, life long learning, and a global work environment. The faculty strives to produce graduates who are technically competent, think independently, critically appraise situations, act in a responsible, ethical manner, and contribute positively and cooperatively to their employers and communities.



UNT DEPARTMENT OF ACCOUNTING ETHICS STATEMENT

The Department of Accounting is committed to the highest ethical and professional standards of conduct as an integral part of its mission of preparing tomorrow's business leaders. We recognize that the faculty and staff, in the department, serve as role models for our students and for the greater accounting community. Thus, we expect our faculty, staff, and students to adhere to a standard of behavior that encompasses the following College of Business values.

UNT DEPARTMENT OF ACCOUNTING AND CoB VALUES

The Core Values of the College of Business and Department of Accounting include:

- Integrity – demonstrated by honesty, trustworthiness, character and truth
- Fairness – demonstrated by equity and respect for others
- Courtesy – demonstrated by civility and politeness
- Transparency – demonstrated by openness
- Inclusion – demonstrated by stakeholder input and participatory decision making where appropriate

WHOM WE SERVE

We serve a highly diverse population of upwardly mobile students from the North Texas region and beyond.



LETTER FROM THE DEPARTMENT CHAIR

The Department of Accounting has been, and continues to be, a popular choice for traditional and nontraditional students who aspire to make a career in the accounting profession. With a strong history of success, the Department of Accounting has produced highly successful accounting professionals who continue to provide leadership (through the advisory board and other participatory activities) and financial support (through scholarships, chairs, professorships, and general fund donations) to our programs.

Our four-bold goals strategic plan encompasses a memory of the past, with a focus on high quality programs, as well as a focus on the present and future with the development of leading programs in undergraduate and graduate accounting education. For example, the BS/MS programs in Accounting and Taxation have prepared many, many students for careers as CPAs, controllers, entrepreneurs, and other specialized leadership roles in the accounting profession. In our continued quest to be a leader in accounting education, we look forward to the launch of our Integrated Masters' of Accounting Professional Program (IMAPP). Scheduled to launch in fall 2014, the IMAPP is a premier program designed to offer the best employment opportunity for outstanding full-time students.

The four-bold goals strategic plan also encompasses a vision for the future with aspirational goals that may take many years to accomplish. The accounting faculty in the Department of Accounting, and I, are truly committed to excellence in research as well as preparing our students for distinguished accounting, and accounting related, careers.

Respectfully, Don W. Finn

DEPARTMENT OF ACCOUNTING

BOLD GOAL 1

STATE-OF-THE-ART
ACADEMICS, QUALITY
ACADEMICS, AND
SUCCESSFUL STUDENT
OUTCOMES

BOLD GOAL 2

SUPERIOR FACULTY AND
HIGH-QUALITY RESEARCH

BOLD GOAL 3

SUPERIOR STAFF AND
OPERATIONAL
EFFECTIVENESS

BOLD GOAL 4

EXCEPTIONAL
RELATIONSHIPS AND
BRAND AWARENESS

BOLD GOAL 1

STATE –OF-THE-ART
ACADEMICS, QUALITY
ACADEMICS, &
STUDENT OUTCOMES

STRATEGY 1

To attract and retain outstanding students who are dedicated to intellectual excellence.

STRATEGY 2

To provide students with the knowledge to succeed in accounting and successfully place them in related careers.

STRATEGY 3

To ensure students develop skills in problem solving, ethical decision-making, communications, teamwork, and leadership.

ACTION STEPS:

- Recruit and retain outstanding students.
- Assure a rigorous and innovative curriculum.
- Engage students early and often.
- Create and enhance internship opportunities for students.
- Invest in employer relations.
- Provide complete, dedicated career services including tracking and reporting system of graduates.
- Develop a comprehensive and strategic professional advising experience.
- Enhance opportunities that will prepare graduates to operate in a global business environment.
- Enhance professional development offerings and increase professional development opportunities.

MILESTONES:

RECRUIT AND RETAIN

- Beginning August 2014, increase the average GMAT scores of entering Master's students by 25 points from the FY'13 average with a continued focus on annual increases (amounts to be determined). (Coordinator of Accounting Master's Programs/Chair/Graduate Programs Office).

INNOVATIVE CURRICULUM

- By August 2014, establish the IMAPP Program. (Chair/APC/Coordinator of Accounting Masters programs).
- By April 2015, conduct a curriculum review for each program and major using aspirant program data and consultation. Repeat every three years(Chair/APC).

ENGAGE STUDENTS

- Beginning March 2015 host an accounting IMAPP job fair in the BLB atrium each spring (Department Chair/Accounting Advisor).
- Encourage graduate accounting majors to attend at least one professional luncheon, seminar, or student organization meeting each semester with the goal of 30% attendance (Faculty).
- Encourage undergraduate accounting majors to attend at least one student organization meeting or mock interview with the goal of 30% participation each semester (Faculty/Accounting Advisor).
- Encourage students to participate in professional development opportunities such as VITA, live audit, and professional programs (Chair and Faculty).
- Encourage and support student participation in leadership programs and challenges (Chair/Faculty).

INTERNSHIP OPPORTUNITIES

- By August 2014, increase participation in the graduate internship program to 50% (Chair/Internship Director).
- By May 2015, prepare a menu of internship alternatives that provide appropriate work experience for the degree (Chair/Internship Director/Career and Leadership Services).
- By June 2015, using graduating MS and senior surveys, calculate a reliable estimate of the number of graduates with internships (Senior Associate Dean/Chair/Administrative Associate Dean/Assistant Dean for Undergraduate Studies/Executive Director,Career and Leadership Services).



EMPLOYER RELATIONS

- By May 2014, require the Accounting Department, Institute of Petroleum Accounting, and Internal Auditing Program to have active, engaged advisory boards that includes employers (Chair/Program Directors).
- By May 2014, increase the number of Accounting recruiting receptions to one per semester; by September 2014 to two; 2015 to three (Chair/Career and Leadership Services).
- By May 2014, increase the percentage of in-class corporate/NFP speakers in graduate classes by 10% (Chair/Faculty).
- Evaluate faculty and student participation with DFW area professional associations (Chair/Accounting Advisor).

PROVIDE COMPLETE, DEDICATED CAREER SERVICES, TRACKING, AND REPORTING SYSTEM FOR GRADUATES

- By January 2014, develop a process to insure student completion of the graduation survey (Administrative Associate Dean/Information Technology Office).
- By May 2014, measure placement data (Administrative Associate Dean).
- By May 2015, increase placement of graduates by 10% of the current level, continue each year until a goal of 90% is reached (Chair/Executive Director, Career and Leadership Services).
- By October 2015, design a method of tracking graduates on a long-term basis to evaluate career success (Senior Associate Dean/Administrative Associate Dean).

DEVELOP A COMPREHENSIVE AND STRATEGIC PROFESSIONAL ADVISING EXPERIENCE

- Hold internship advising and orientation meetings (Chair/Accounting Advisor/Program Directors).
- Provide professional academic counseling for prospective graduate students (Accounting Advisor).
- Develop a graduate degree program for every graduate student (Accounting Advisor).

GLOBAL BUSINESS ENVIRONMENT

- By May 2014, provide a menu of partner institutions, study abroad opportunities (e.g., scholarships, internships) for accounting students (COB Study Abroad Coordinator).
- By May 2014, require each program to include a component that provides an understanding of the global nature of accounting (Department Chair/Program Directors/Academic Program Committee).
- By May 2014, require each BBA student to have an international course (APC)
- By May 2017, develop a target goal for graduate students having an international experience by graduation (Accounting Study Abroad Coordinator).

PROFESSIONAL DEVELOPMENT

- By November 2014, begin a regular series of resume reviews in the BLB (Accounting Advisor/Executive Director, Career and Leadership Services).
- By September 2015, begin designating resumes as CoB/Accounting certified for those going through the review process (Accounting Advisor/Executive Director, Career and Leadership Services).
- By fall 2014, require all Accounting IMAPP majors to attend two professional development offerings each semester (e.g., active member or officer of a student organization, attendance at professional speaker events, etc.) (Chair/Faculty/Accounting Advisor).
- By September 2014, host an Accounting Career Services day in the BLB atrium each semester (Chair/Faculty/Accounting Advisor/Career & Leadership Services).
- By May 2014, continue to promote a culture of professionalism among accounting students in the department (Chair/Faculty/Accounting Advisor).

BOLD GOAL 2

SUPERIOR FACULTY & HIGH QUALITY RESEARCH

STRATEGY 1

To attract, nurture, and retain faculty dedicated to education, scholarship, corporate connections, and the mission of the Department of Accounting.

STRATEGY 2

To produce high-quality, peer-reviewed accounting research that is published in leading academic and professional journals in accounting and business; promote and support external research funding opportunities in support of the State of Texas funding; present research in leading national and international conferences, and contributing to and complementing the mission of the department and the College of Business.

STRATEGY 3

To promote high-impact service to the department, college, university, the accounting profession, the State of Texas, and local communities.

ACTION STEPS:

- Maintain and periodically update a high-impact Department of Accounting journal list.
- Provide incentives for publishing in premier journals.
- Collaborative research and teaching.
- Conducting, disseminating, and publishing high quality, high impact research in premier journals.
- Provide training, assistance, and recognition of funded research proposals.
- Encourage the pursuit of external research funding.
- Provide recognition for teaching excellence.
- Encourage Faculty to pursue professional certifications and interact with the professional community.

MILESTONES:

DEPARTMENT OF ACCOUNTING JOURNAL LIST

- By December 2014, complete a review of current “A” journal list and consider modifications.
- By May 2015 officially adopt the modified journal list for department personnel review.

PROVIDE INCENTIVES FOR PUBLISHING IN PREMIER JOURNALS

- Encourage faculty to publish in department “A” journal list and COB premier journal list. Ensure that faculty merit evaluation is based on publication “quality” and “quantity.”

COLLABORATIVE RESEARCH AND TEACHING

- Ensure that every doctoral student has the opportunity to work with at least one faculty member on a joint research project.
- Encourage faculty to actively build relationships with corporate partners and the members of the accounting advisory board for the purpose of seeking research opportunities.

DISSEMINATION OF RESEARCH

- By August 2014, calculate the percentage of faculty who presented research at national and international meetings.
- Maintain an accounting research webpage that is kept up to date highlighting faculty research.
- By August 2014, update webpages to show current faculty profiles for all faculty.
- By August 2014, develop a Ph.D. student web page
- Ensure that the practice of inviting four to six outside speakers for workshops continues.
- Continue to hold brownbag research meetings.
- Encourage and provide funding for faculty members to attend international, national, and regional accounting conferences to present research papers.
- Provide funding for Doctoral students to attend research conferences and doctoral consortiums.
- Encourage and provide incentives for faculty to attend a teaching conference or workshop.



RESEARCH PROPOSAL TRAINING AND DEVELOPMENT

- Encourage faculty to attend training provided by COB for external grant preparation.
- Encourage faculty to submit grant applications.
- Ensure that faculty merit evaluation takes into consideration external grants and grant applications (PAC and Chair)

PROVIDE RECOGNITION FOR TEACHING EXCELLENCE

- Ensure that faculty and doctoral students are recognized for excellence in teaching.

ENCOURAGE FACULTY TO PURSUE PROFESSIONAL CERTIFICATIONS AND INTERACT WITH THE PROFESSIONAL COMMUNITY

- Encourage faculty to continue active professional status certifications.
- Recognize professional certification and licensure of existing faculty.



BOLD GOAL 3

SUPERIOR STAFF &
OPERATIONAL
EFFECTIVENESS

STRATEGY 1

To attract, develop, and retain outstanding staff dedicated to the mission and goals of the Accounting Department.

ACTION STEPS:

- Maintain up-to-date descriptions of staff positions, emphasizing professionalism and fair compensation.
- Encourage self-development among staff.
- Encourage incorporation of staff into the operational culture of the department.
- Provide regular training opportunities for staff development.
- Recognize outstanding performance.



MILESTONES:

COB STAFF POSITION DESCRIPTIONS

- Maintain ongoing review of staff position descriptions in consultation with Human Resources (Chair).

ENCOURAGE SELF-DEVELOPMENT

- Encourage departmental staff to attend an annual staff retreat (Senior Assistant to the Dean).
- Provide opportunities for all departmental staff to attend external professional development training at least every three years with departmental funding provided if necessary (Chair).

INCORPORATION OF STAFF INTO INTELLECTUAL CULTURE

- By January 2014, rename departmental faculty meetings to faculty-staff meetings (Chair).

TRAINING OPPORTUNITIES

- By May 2014, provide at least one training/development opportunity each semester in conjunction with the college. (Chair).

RECOGNITION OF OUTSTANDING PERFORMANCE

- By January 2014, encourage staff to apply for reward opportunities with active support of the faculty and a plan to insure nominations are always submitted (Chair/Departmental PAC Committee).

BOLD GOAL 4

EXCEPTIONAL RELATIONSHIPS & BRAND AWARENESS

STRATEGY 1

To develop a brand as the best source of career-ready accounting graduates.

STRATEGY 2

To maintain professional relationships with all accounting students from admittance into the program to after graduation and into their professional career.

ACTION STEPS:

- Develop an image-building campaign that includes consistent images, communications, and a high-quality web presence.
- Develop a plan to improve the department's rankings and monitor progress.
- Identify and promote programs within the department that can become nationally ranked with marginal additional resources.
- Build and nurture relationships with alumni through targeted events and campaigns.
- Extend alumni relationships for accounting department, IPA, and IIA with advisory boards to maximize relationships.
- Develop and continually update a set of strategic funding priorities and maintain a plan for achieving related goals.

MILESTONES:

IMAGE-BUILDING CAMPAIGN

- By May 2014, develop a comprehensive branding design for IMAPP program (Chair/Accounting Advisor).
- By May 2014, develop web information, brochures, and recruiting plans (Chair/Faculty/Accounting Advisor).

RESEARCH RANKINGS

- Continue to use the BYU rankings for research with the goal of reaching top 50 research ranking with top 25 for audit and tax research.
- Continue to support research by providing summer support for non-endowed research faculty.

PROMOTE PROGRAMS

- By May 2014, identify high-impact programs and a strategy to improve rankings (Chair/Faculty).
- Encourage students to seek professional certifications such as CPA, CMA, CIA, and others.
- Identify CPA pass rate and compare with comparable, competitive, and aspirant schools in Texas.

EXTEND ALUMNI RELATIONSHIPS

- Continue to work with respective boards (Accounting, IPA, and, IIA Advisory Boards) in developing support for the departmental internships, scholarships, and new advisory board members (Chair/IPA Director/IIA Director).
- Develop activities for IMAPP students and professionals (Chair/Accounting Advisor/Masters' Coordinator).
- Identify opportunities to promote department through targeted events and campaigns (Chair/IPA Director/IIA Director).

COMMUNITY, PROFESSIONAL, AND ACCOUNTING ASSOCIATIONS

- By August 2014, identify all faculty and staff serving on boards or in leadership roles in the community and in business organizations (Chair).
- By May 2014, develop governing documents for each board within the department (Chair/IPA Director/IIA Director).
- By August 2014, prepare advisory board charter (Chair/IPA Director/IIA Coordinator).
- By August 2014, conduct a review of Board Impacts and Effectiveness for each board (Chair/IPA Director/IIA Director).

