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By Stephen Barlas, Christopher Dowsett, James Tucker, Kathy Williams



Sandy Richtermeyer Named IMA Chair-Elect

Sandra B. (Sandy) Richtermeyer, CMA, CPA, Ph.D., has been named IMA Chair-Elect, which means she will become IMA Chair in 2010-11. John M. Brausch, CMA, CFM, CPA, is IMA Chair for 2009-10. The IMA Board of Directors announced Sandy's nomination on January 10, 2009, and members had 30 days after that to nominate other candidates. At the end of the 30-day period a unanimous ballot was cast, so Sandy will become the new Chair-Elect July 1, 2009. As Chair-Elect, she will be a member of the Governance Committee and will chair IMA's Planning and Development Committee.

At present, Sandy is chair of the Department of Accountancy and associate professor of accountancy at Xavier University in Cincinnati, Ohio. Before joining Xavier's faculty, she taught at other colleges, including the University of Wyoming and the University of Colorado at Denver, and also taught while completing her doctoral studies at the University of Colorado at Boulder.

Although she is currently in academia, Sandy began her career in management accounting as a staff accountant for a John Deere dealership in Wyoming. Then, over the next several years, she worked as a Certified Public Accountant (CPA) in the Denver metropolitan area, focusing on management advisory services and specializing in accounting systems design, customization, and implementation. She also has several years of experience



in corporate taxation and financial statement preparation for a variety of clients in many different industry sectors. She was actively involved in planning and development for her clients and gained significant experience designing systems that support all functional areas of an enterprise as well as enable best practices in management accounting.

Sandy joined IMA in 1994 while pursuing her doctoral degree at the University of Colorado. Her primary reason for joining was to earn the Certified Management Accountant (CMA®) credential, and she has been promoting it ever since she became a CMA. She had already earned her CPA and wanted to demonstrate expertise in management accounting. An active IMA member, she has served in several national, council, and chapter leadership positions. She currently serves on the IMA Board of Direc-

tors and has been chair of the External and Member Relations Committee (2007-08), chair of the IMA Foundation for Applied Research (FAR) in 2004 to 2006, Professor-in-Residence (2004-2007), chair of the National Committee on Students (2002 to 2004), and president of IMA's Denver-Centennial Chapter in 2000-01. At present, she's a member of the Cincinnati North Chapter.

An active author and researcher, Sandy has been published in a variety of magazines and journals, such as *Strategic Finance*, *Management Accounting Quarterly*, *Journal of Information Systems*, *Human Relations*, *Journal of Business Research*, *International Journal of Accounting Information Systems*, and *Journal of Cost Management*. In 2006-07, she received the Lybrand Silver Medal for her article "Organization Ethics: Measuring Performance on This Critical Dimension" that was published in the Spring 2006 issue of *Management Accounting Quarterly*. She has

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also received several academic awards and honors related to teaching, research, and service.

Sandy works with a variety of other professional organizations in addition to IMA and is a frequent speaker on financial leadership, technology integration, and performance measurement. She also has served on the boards of many nonprofit organizations and has a special interest in voluntary health and welfare organizations. She is currently on the board for the Educational Foundation for Women Accountants and is active with the United Way and similar grant-making agencies, serving on advi-



Target a Variety of Students

There has been some recent discussion and articles on the problems of getting undergrad Accounting majors to consider management accounting careers and what to do about it. I believe that these students have had their eye on one thing since their sophomore year—that is obtaining a CPA. It would be very difficult to change that mind-set. My suggestion is to consider targeting different groups of students for management accounting careers and the CMA designation; Accounting majors would be part of that. Why not target Finance and Economics majors along with MBA students as the main focus of your efforts to increase IMA membership and CMAs? These students would most likely be interested in a certification program but may not be aware of where to look. The CFA is one designation for them, but many aren't even aware of the others like ours. I fell into this group, and only by accident did I find out about the IMA and CMA.

There is a whole, large group of potential management accountants out there to be tapped. Maybe you should change your focus to this segment.

—James M. Tucker, CMA

We welcome all opinions on articles and departments published in *Strategic Finance*. E-mail correspondence to Kathy Williams at kwilliams@imanet.org.

sory boards or audit committees. She is currently on the Microsoft Academic Alliance Advisory Board and she was recognized for curricular integration of technology as the first educator recipient of the Microsoft Business Solutions Pinnacle award. She also is in the 2008-09 class of Leadership Cincinnati USA, a flagship leadership development program for established leaders.

Sandy received her Ph.D., MBA, and M.S. degrees from the University of Colorado and her B.S. degree in management information systems/accounting from the University of Wyoming.

Notice of Annual Meeting

To members of the Institute of Management Accountants: Notice is hereby given to all members of IMA that the Annual Meeting of the Institute will be held Sunday, June 7, 2009, at the Sheraton Denver Downtown Hotel in Denver, Colo., to review the report of the Nominating Committee and to transact such other business as may properly come before the meeting.



House Likely to Press Attack on FASB, SEC

By Stephen Barlas, Editor

Look for the House to take another step toward influencing the independent accounting standards-setting process when its Financial Services Committee holds a second hearing on fair value accounting. At a first hearing on March 12 in the subcommittee on capital markets, insurance, and government sponsored enterprises, Chairman Rep. Paul Kanjorski (D.-Pa.) gave the Financial Accounting Standards Board (FASB) and the Securities & Exchange Commission (SEC) three weeks to make changes to their fair value rules and standards that would be acceptable to the financial services community.



Framework for Success

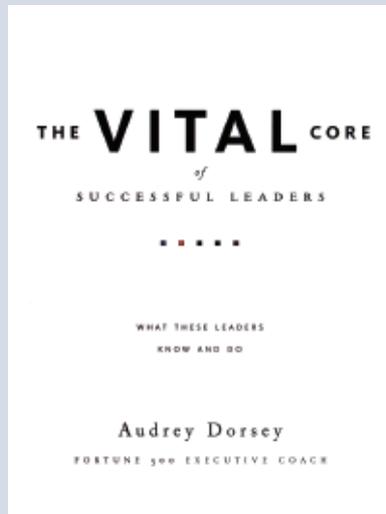
As a management consultant and executive coach, Audrey Dorsey has helped many successful business leaders refine and hone their leadership skills to reach even greater heights. In doing so, she's identified a set of elemental qualities that comprise the basic foundation of effective leadership. According to Dorsey, there are five key considerations integral to achieving success. She calls them the VITAL Core: Vision, Intention, Telling your story, Attitude, and Leverage.

In her book *The VITAL Core of Successful Leaders*, Dorsey defines each concept and discusses their significance:

Vision begins with knowing what you want in life. Dorsey writes, "It's important to create a very clear picture of your life as you want it to be and as you are willing to commit to it becoming." This quality involves the "big picture" ideas—your dreams and aspirations.

Intention is the need for clear goals and a meaningful plan of action. Having well-defined goals—in your career, your life, or the latest project you're working on—provides you with a sense of purpose and lets you act with confidence and certainty that others can see.

Telling your story involves relating to other people and communicating effectively. It's not only about how you engage others and keep their attention, but also controlling how others perceive you, such as the message your body lan-



guage is sending or if your clothes project the appropriate image.

Attitude is your approach to life and work. Are you in the right mind-set? Is your behavior supporting the kind of person you want to be and helping you make progress toward your goals?

Leverage relates to the resources at your disposal—socially, financially, intellectually, personally, etc.—and whether you are using them effectively to achieve your goals.

Applying these concepts—and staying mindful of their effect—will lead to increased success in life, but the ultimate key, Dorsey writes, is action. The VITAL Core helps you keep your mind on what matters most in achieving success, but it is how you act on those thoughts that generates results.

With that in mind, Dorsey ends each chapter with a short exercise to help you

apply the thoughts and theories in that chapter to your own life. It's these short exercises that I think sets this book apart from others of its ilk. While not unusual in a book of this type, the exercises Dorsey provides are simple yet effective at spurring action. Working on the exercises gets you thinking about what you can do to put her ideas and theories into practice within your own life, something that many leadership books leave wanting. As Dorsey acknowledges early on, "While these concepts are easy to understand, the challenge is actually making the changes necessary for success." The exercises not only show you how much work you have to do, but they also help you see how to do it as well. It's one thing to know that you need to be more engaging with others—knowing what you can do to make that happen is even better.

Whether you're a seasoned professional already en route to your goals or just starting out on the journey, *The VITAL Core* will serve as a valuable guidebook to help keep you on the path to success. —*Christopher Dowsett*

This book can be purchased *only* at Audrey Dorsey's website (www.thevitalcore.com). If you would like to view her archived IMA *Inside Talk* webinar that she conducted last month, visit www.imanet.org/development_webinar_library.asp. Audrey is also a speaker at this year's Annual Conference in Denver. For information, visit www.imaconference.org.

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The financial services industry is pushing hard for adjustment to Statement of Financial Accounting Standards (SFAS) No.157, "Fair Value Measurements." In the days following the March 12 hearing, the FASB put out two preliminary guidance documents that made some changes to SFAS No. 157 in the areas of market liquidity and impairment. But the American Bankers Association (ABA) was quick to criticize the potential "easings" as not going far enough. Ed Yingling, ABA president and CEO, noted that the ABA was pleased that the FASB had quickly published its proposed improvements for estimating market values in illiquid markets and changing the accounting for "Other Than Temporary Impairment" (OTTI). But he added, "While we are encouraged by today's action, we believe that the proposal does not adequately address problems with OTTI, which is critically important and has been extremely controversial for many years. Specifically, losses recorded in capital should be based on economic losses rather than market losses." The FASB made the proposals final on April 2.

Yingling's reservations will resonate with Kanjorski, who threatened at the March 12 hearings to take legislative action if the FASB didn't move far enough. He specifically alluded to the Federal Accounting Oversight Board Act of 2009 (H.R. 1349), introduced by Reps. Ed Perlmutter (D.-Colo.) and Frank Lucas (R.-Okla.). That bill, backed by the financial services industry, would end the SEC's statutory authority to set accounting standards, which it historically has delegated to the FASB. If passed, H.R. 1349 would create a new Federal Accounting Oversight Board (FAOB) to oversee standards setting.

Barbara Roper, director, investor protection, for the Consumer Federation of America, told the Senate Banking Committee on March 26 that the FASB's two changes earlier in the month "suggest that FASB's vaunted independence and due process are more theoretical than real." She suggested that Congress go in the exact opposite direction from the Perlmutter bill by "strengthening the standards laid out in [the Sarbanes-Oxley Act] for recognition of a standard-setting body by requiring that a majority of both the board itself and its board of trustees be investor representatives with the requisite accounting expertise."



Concerns About Cox IFRS Proposal

It looks increasingly like former SEC Chairman Chris Cox's intention to allow 110 *Fortune* 500 firms to voluntarily adopt International Financial Reporting Standards (IFRS) at the end of 2009 is going down in flames. The comment deadline on the Cox proposed rule ended in April. A lot of people like the concept, but it's hard to find anyone who likes the implementation plan. Voluntary adoption at the end of 2009 by select multinationals would have been the first action point prior to an SEC decision in 2011 on whether to move forward with a phased-in mandatory adoption by all companies beginning in 2014. Barbara Roper, in her testimony to the Senate Banking Committee, complained that the SEC's embrace of IFRS would "abandon a long and fruitful policy of encouraging convergence between GAAP and IFRS." On March 26, Mick Homan, chair of IMA's Financial Reporting Committee, sent comments on behalf of that Committee to the SEC that were generally supportive of the move to IFRS but also voicing some significant reservations, including concern that, although the FASB and International Accounting Standards Board (IASB), which is responsible for IFRS, have a Memorandum of Understanding (MOU), they have gone in different directions after starting out on the path to convergence. This has been the case with business combinations. Homan wrote, "Current projects on which the Boards appear to be headed in different directions include projects on consolidation and leasing, which demonstrate the difficulty in allowing the current MOU process, on its own, to be the tool by which we will achieve convergence." Homan also doubted whether any of the companies eligible to voluntarily adopt IFRS by end of year would do so given the costs, which he estimated at between \$5 million and \$10 million per year, and the uncertainty surrounding whether the SEC would actually approve use of IFRS in the end.