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# Association of Government Accountants

## Washington, D.C. Chapter

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### Improving Governmental Financial Management and Serving Members: Commemorating 40 Years of Achievements

1950 – 1990

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#### Introduction

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At the invitation of Robert W. King, twenty-one federal accountants with top accounting positions attended a luncheon on May 12, 1950, to discuss the need for an organization of accountants employed in federal government agencies. At this luncheon meeting it was agreed that such an organization should be formed, and Mr. King was appointed chairman of a working committee to develop plans for the "Federal Accountants Association."

During a subsequent luncheon meeting on July 12, 1950, the fifty Federal accountants in attendance agreed to go forward with the organization of the Federal Government Accountants Association (FGAA). At the official organizational meeting at the old Raleigh Hotel on September 14, 1950, by-laws were adopted and officers elected with Mr. King serving as the first President. Fifty-nine membership certificates were issued as of that date, with recipients of these certificates designated as charter members.

Since that time, many changes have taken place, including a name change to the Association of Government Accountants. To preserve the highlights of the past, we are pleased to present in the following pages an overview of the Washington Chapter's history during the 40 years between then and now.

I would like to acknowledge and thank the History Committee, chaired by Robert Pewanick, for the outstanding work they did in producing this document.

The Committee members are: Joseph Donlon, Robert Kessler and Thomas Mundell. We would also like to express our appreciation to KPMG Peat Marwick for their assistance in the production of this publication.

Doris A. Chew  
President, Washington Chapter  
Association of Government Accountants



*April 1959's meeting had these early chapter members at the head table: (seated l to r) Gordon G. Crowder, T. Jack Gary, Clark L. Simpson, John H. Prince, (standing l to r) Frederick H. Smith, Milton V. Boone, Carl Burke, Benjamin Selfon, and Jack Haney.*

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*Chapter 1*  
**ORGANIZATIONAL STRUCTURE**

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***THE EARLY YEARS***

When the Federal Government Accountants Association (FGAA) began in Washington D.C., its governing body consisted of its officers and directors. Within 3 years of its establishment (1952-53), charters were issued to form association chapters outside the Washington, D.C. area. At that time, the Washington organization, under the administration of its Board of Directors, had authoritative, supervisory, and advisory responsibilities with respect to the new groups.

This organizational structure resulted in the chapter's President wearing two hats. On July 1, 1956, a national organization was established, with the Washington Chapter being chartered as one of its affiliates. The chapter is now part of the association's Capital Region.

***OUR BACKBONE***

As with most organizations, the offices of President, President-elect, Secretary, and Treasurer were key to sustaining chapter growth and endurance. These positions, which are vital to the smooth operation of the chapter, have been filled through an election each year since the chapter began. Although a 1978 by-laws amendment allows a "single slate" of candidates for chapter offices, all chapter members are eligible to vote annually in chapter elections.

Many distinguished men and women have experienced the honor of holding chapter offices, beginning with Robert W. King as the chapter's first President in 1950 through our fortieth President, Doris Chew. Each of our Past President's is credited on page 12. In accordance with chapter by-laws, these individuals all came from the government financial community. While our Presidents have traditionally been government employees, a 1988 by-laws change permitted members who leave government service after being nominated for President or President-elect to serve their elected terms.

***OUR ARMS AND LEGS***

The chapter began with only four directors. In 1952, however, the by-laws were amended to increase the directorate to eight. Today, there are ten elected directors who lead chapter activities in a variety of areas, such as arranging for speakers at its monthly meetings and administering the awards program.

Until 1982, individuals were elected to chapter director positions for a 1 year period, with a new set of directors undertaking their leadership roles each year. At that time, the term of a director was extended to 2 years, with half of the director positions being filled with each annual election. This change permitted a more orderly transition from year to year by allowing half the directors to remain on the Chapter Executive Committee rather than elect an entirely new board each year.

***THE CHAPTER'S COMMITTEES***

The chapter's committee designations in 1960 looked much as they do today. They reflected the nature of chapter activities, such as the following.

- |             |              |
|-------------|--------------|
| • Education | • Membership |
| • Publicity | • Programs   |
| • Research  | • Editorial  |

What has changed over the years is the diversity of programs carried out by the chapter. This necessitated expansion of its committee structure. In addition to the 10 directors, we entered the 1990's with 15 committee chairpersons named to carry out specific chapter work.



*Our twenty-seventh and first woman President, Audrey Dysland led the chapter in 1976.*



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## Chapter 2 MEMBERSHIP

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### *GROWING, GROWING, GROWING*

From its original 59 charter members, the chapter's membership grew to about 400 by 1952. When the association's national organization was established 4 years later, its Washington Chapter had a membership of approximately 600. Membership growth continued rapidly and by the mid-1960's about 2,500 financial managers claimed membership in the Washington Chapter.

With the formation of two local area groups—the Montgomery/Prince Georges and Northern Virginia Chapters—in 1968, Washington Chapter membership briefly declined and then rose to its former level. As with many organizations, chapter membership has declined during the past decade. Currently, about 1,100 financial managers belong to the chapter.

### *ADMITTANCE QUALIFICATIONS EXTENDED*

Early membership of the organization was restricted to only upper grade federal employees with accounting responsibilities. Gradually, admission guidelines were changed to admit all federal employees in accounting and auditing positions and those individuals with relevant qualifications who were not in the federal workforce.

In 1972, the admission requirements were expanded to include state and local financial officials. Currently, the chapter membership includes a mix of federal, local, and foreign government financial managers, plus representatives from the private sector.

### *DISTINGUISHED MEMBERS ABOUND*

In addition to its charter members, which are named on page 4, a long list of men and women have made great contributions to the chapter while maintaining outstanding working careers. Several Comptroller Generals and numerous Assistant Secretaries, Inspectors General, Chief Accountants, Chief Auditors, and other important financial managers have served the chapter over the years. Further, many Washington Chapter

Presidents have gone on to serve as national President or committee chairpersons, as has the current national President, Virginia Robinson.

It would be impossible to mention all the distinguished members of the Washington Chapter. However, following is a selected sampling of them.

#### *The 1950's*

Robert W. King - The first President of the Washington Chapter and of the national association, he is credited as the person who initiated the organization and founded the chapter.

Walter F. Frese - Second President of the Washington Chapter and the association, Mr. Frese worked at Treasury, GAO, and headed what is now the JFMIP. He joined the Harvard Business School's faculty in 1956.

#### *The 1960's*

Fletcher Lutz - An active member of the Chapter Executive Committee who became national President. In the 1980's he was named AGA's Executive Vice President.

James L. Thompson, Jr. - Chapter and national President, he was Director of Audits at the Department of Health, Education and Welfare.

#### *The 1970's*

John W. Cooley - Chapter President, national President, prolific author and AGA's official joke writer, who is well known throughout AGA for his accounting stories and puns.

Gerald Murphy - Chapter President and national President in the 1970's, he continues today to support and represent the chapter. He is Treasury's Fiscal Assistant Secretary.

#### *The 1980's*

Eleanor Clark - Active chapter officer and director who became the first woman to be President of the national association.

Susumu Uyeda - Chapter President and national President who had the foresight to initiate a task force to study the need for a Chief Financial Officer of the United States.

### *Forty Years of Service*

Three charter members and Presidents of the Washington Chapter—Andrew Barr, Raymond Einhorn, and T. Jack Gary—have supported the chapter during its 40 years of existence. They are still active members of the chapter and attend monthly meetings. All three also served as national Presidents and have distinguished themselves in their careers as they continue to make positive contributions to better government. Mr. Barr, for example, was recently named by the AICPA as one of the 14 accountants who has made a difference in the accounting profession over the past century.

The association has prospered and grown because of the contributions of the above members and many others just as dedicated who believed in the need for a viable organization for government financial managers.



*A 1977 luncheon honoring Past President's included (seated l to r) Ray Einhorn, Andy Berr, Jack Gary, Karney Brasfield, Joe Hock, (standing l to r) Joe Donlon, John Cooley, Francis Lyle, Jim Thompson, Edwin J.B. Lewis, Gerald Murphy, and Audrey Dysland (center).*

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## Charter Members of the Federal Government Accountants Association

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Appleman, Paul L.  
Armstrong, William J.  
Arrington, Paul J.  
Banning, Paul D.  
Barr, Andrew  
Bierne, James P.  
Blocher, John W.  
Bordner, Howard W.  
Boyd, Orton W.  
Brasfield, Karney A.  
Brumagin, Robert S.  
Cake, Gilbert L.  
Campbell, Walker E.  
Cassidy, Norwood P.  
Cooper, John C., Jr.  
Decker, Erwin S.  
Denit, J. Darlington  
Einhorn, Raymond  
Foster, William R.  
Frazier, Elmer S.

Freets, Carl A.  
Frese, Walter F.  
Gary, T. Jack, Jr.  
Gates, Ralph E.  
Gillespie, Ralph F.  
Green, Paul M.  
Harrill, E. Reece  
Hilbert, Philip F.  
Hord, Warner H.  
Imhoff, Edward M.  
Ives, Stephen B.  
Katon, William E.  
Kellogg, Howard L.  
King, Earle C.  
King, Robert W.  
Knapp, C. Howard  
Larison, Emily H.  
Leary, William A.  
Lewis, Edwin J.B.  
Loeffler, William G.

Mason, Charles N.  
Maxwell, Robert W.  
Medley, Max  
Miller, M. Raymond  
Newman, William A., Jr.  
Noble, Lindsley H.  
Norfleet, William J.  
Peratino, William  
Pitts, James E., Jr.  
Rainwater, Russell C.  
Rampy, Thomas B.  
Ring, R. Michael  
Roberts, Ralph S.  
Ruane, W. Russell  
Smith, Charles W.  
Simpson, Clark L.  
Spurrier, W. Floyd  
Wright, Howard W.  
VanScoyol, Melwood W.



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## Chapter 3 MEETINGS

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### EXCHANGING IDEAS

The chapter's cornerstone and unifying force throughout its history has been its membership meetings. These events have been held monthly (except during the summer) every year for the past 40 years.

Chapter meetings serve two important purposes. First, they afford members an opportunity to socialize and interact with fellow financial managers. Second, they provide members a forum in which to explore government financial management trends and issues through presentations by outstanding speakers.

At these meetings, members may choose to discuss their work-related problems, leading to solutions that affect their jobs. Further, members have a way to determine what their peers are doing to solve problems common to all government financial managers.

### WE'VE BEEN AROUND

In its early years, the Washington Chapter held meetings in the evening—dinner being an enticement. Evening meetings were held at the Occidental Restaurant, the U.S. Naval Weapons Plant, the Presidential Arms Hotel, and the Marriott Key Bridge Motor Hotel.

As chapter membership increased, lunchtime meetings were adopted. This encouraged membership attendance because, since many members worked downtown, their workday was not extended. The locations of luncheon meetings have included the George Washington University's Cloyd Heck Marvin Center, the Thomas Circle Holiday Inn, the Sam Rayburn House Office Building, the Almas Temple, and the Touchdown Club.

Meals for the meetings have been served both buffet and "sit down" style. Interestingly, the meal price has increased more than fivefold, rising from \$3.00 for dinner in 1956 to \$16.00 for lunch in 1989.

### PAST KEYNOTERS

It is difficult to find someone who is good speaker, knows government financial matters, and will talk for free. But, speakers at the chapter's monthly meetings have represented a spectrum of quality, wit, and interest. Over the years, speakers have addressed our members on a variety of compelling topics, such as the following:

- Peter Drucker, well-known management consultant, addressed us in 1974 on "Management by Objectives—Tool or Master."
- Congressman Jack Brooks, enlightened us several times over the past 20 years, with his latest appearance being a 1987 with a talk on "The Political Side of the Balance Sheet."
- Dr. Abraham Briloff, noted professor and author, visited the chapter in 1978 and again in 1985, when he discussed "Accounting and Society: A Broken Covenant."
- Dr. James Boren, distinguished comic and writer, made us laugh at ourselves in 1974 with a routine pointedly entitled, *The Washington Bureaucratic Zoo*.

### SPECIAL MEETINGS

In addition to featuring honored guest speakers, meetings have been designated annually to recognize the efforts of special groups of people. These events are held to honor our Past Presidents, chapter award recipients, and college students.

Other special times for chapter members are those when our meetings have been held in conjunction with an educational seminar or jointly with another organization. In 1984, when Frank LaCava was President, almost every month saw an educational seminar scheduled along with the luncheon meeting. Also, joint meetings have been scheduled with the local chapters of many respected professional organizations, such as the Financial Executive Institute, the American Society for Public Administration, and the Society of Military Controllers.

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## Chapter 4

### NEWSLETTER

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#### EDITORIAL POLICY AND PURPOSE

The chapter newsletter is the major communication link between the members and chapter officers. This was true from the outset, as evidenced by the oldest issue among the newsletters in our archives. That publication, dated February 1956, consisted of four type-written pages without many of the features of today's newsletter, such as photographs, columns by the chapter President, or advance announcement of the next meeting. It does, however, report on the prior month's meeting.

The next oldest newsletter available, September 1956, is important in the chapter's history because it was the first newsletter published after the local chapter was formed, and included a message from D.J. Harrill, thanking the members for the honor of serving as the first President of the *local* chapter. This newsletter is also of historical significance because it stated that the chapter's policy would be:

"... to publish a monthly newsletter as a means of conveying to the membership items that will be of general interest to all. The newsletter will not attempt to constitute itself a technical publication, but will limit its coverage to matters of news regarding our membership, the Association activities, and accounting developments. The technical articles will be published in the 'Federal Accountant,' the official organ of the national organization."

This policy is equally applicable to today's newsletter program, which stresses the importance of communicating organizational, education, training, and some technical information to the membership.

#### PHOTOS AND OTHER TIDBITS

While photographs are now a normal and expected feature in each month's newsletter, the first picture—that of the people from the previous monthly meeting's headtable—did not appear until the November 1958 issue. The newsletter masthead, however, is an altogether different matter.

Some of the earliest chapter newsletters featured a feather pen and inkwell as the banner. While the newsletter banner in those days sometimes displayed a drawing of the U.S. Capitol, by August 1959, the pen and inkwell gave way to a small circular picture showing an eagle sitting on balanced scales along with a book aptly entitled, *Control*. The association's name encircled the picture. Needless to say, several different logos, seals, and emblems—both plain and fancy—have graced our front page over the years, shifting with the dictates and styles of the times.

#### MONTHLY FEATURES

In past years there have been several columns featured in the chapter newsletter on a regular basis. Besides the usual newsworthy columns previously mentioned, the following are remembered as regular monthly features.

- Technical Developments, News Bits, Washington Sounds, AGA Advisor, and Did You Know.
- Reports of chapter activities from the various chapter directors and committee chairpersons.
- List of New Members, Washington Chapter Profile, and Employment Clearing House.
- News from national and other area chapter meetings.



*Distinguished member Elmer B. Staats, former Comptroller General of the United States, has actively supported the chapter, including many appearances as guest speaker.*



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## Chapter 5 EDUCATION

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### *AN OBJECTIVE OF YESTERDAY AND TODAY*

Diverse topics, timely offerings, and exceptional instructors have long characterized the chapter's education program. This aspect of the chapter's activities was considered so important that its original by-laws specified that one of the organization's four motivating objectives would be to contribute to the improvement of education in the field of governmental financial management.

This goal continues to be a fundamental reason for the chapter's existence. A 40-year emphasis on quality training opportunities has provided chapter members with innumerable and excellent opportunities to increase their knowledge in a wide variety of areas from accounting and auditing standards, internal controls, and productivity to governmental budgeting.

### *A CONTINUING COMMITMENT*

The Washington Chapter's commitment to developing educational experiences for its members has prevailed over the years in many forms, including pertinent topics discussed at our monthly chapter meetings, technical articles in our newsletters and multi-day seminars and workshops on financial management issues designed specifically to meet the needs of our membership. Examples of the excellent programs, reflecting topics of relevance yet today, presented by the chapter during each of the past four decades follows.

- A November 1959 seminar on "Internal Auditing" featured Arvid Anteroinen, then the Post Office Department's Deputy Director for Audit.
- 1963-64 saw a series of workshops on automated data processing, including one on "Purchase Versus Lease of ADP Equipment" at which John Abbadessa, then the Atomic Energy Commission's Comptroller, spoke.
- In January 1978, a session entitled, "OMB-GAO-Treasury-CBO and You" brought together presentations by George Strauss, Donald

Scantlebury, Paul Taylor, and John Ellwood from these organizations.

- The 1980's introduced several "Emerging Issues Conferences" which keynoted an impressive array of speakers discussing "hot topics" of the day.

Perhaps the most memorable single education event in the chapter's history came in February 1977, when a one-day seminar on Zero-Based Budgeting (a budgetary concept adopted when the Carter administration took office just one month earlier) filled George Washington University's Lisner Auditorium to its capacity. At that time, over 1,400 people heard lectures by distinguished experts of the day, including Peter Phyrre (the "father" of Zero-based budgeting) and James McIntyre (then Director of OMB). That event, which was held when Audrey Dysland was President, has yet to be surpassed.

### *JOINT VENTURES*

A key to the success of the chapter's education program has been a close, cooperative association with other organizations in sponsoring educational events of mutual interest. In this connection, many training sessions have been jointly held with the other chapters of the Capital Region, as well as with organizations such as the American Association for Budget and Program Analysis, the Institute of Internal Auditors, JFMIP, Treasury, and OMB.

Also, the chapter's education programming is often done in conjunction with the national office. Perhaps the oldest and largest undertaking has been the chapter's participation in the association's annual symposia (now called Professional Development Conferences). These successful events were first initiated by the chapter—within 4 months of its formation. Until 1959, symposia were held annually in Washington, D.C., which still continues to periodically host the conference.

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## Chapter 6

# RELATIONS WITH OTHERS

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### PROFESSIONAL ORGANIZATIONS

Creation of FGAA and the Washington Chapter was a natural result of expanding government and increasing employment of professional accountants and financial executives in government departments and agencies. Cooperative relations between it and organizations in the private sector with mutual interests and common goals were inevitable, though exasperatingly slow in their development and at times seeming to be more adversarial than friendly. However, members of many other professional organizations were invited to attend and often were the guest speakers at the chapter's monthly meetings.

Following are some of the organizations that were represented at early Washington Chapter meetings:

- the National Association of Cost Accountants,
- the American Institute of Certified Public Accountants (AICPA),
- the American Accounting Association, and
- the District of Columbia Institute of Certified Public Accountants.

The original by-laws of the Washington Chapter emphasized the professional character of the new association. Its members represented the professional staffs of most of the major departments and agencies and they were determined to create a responsible professional organization. This approach proved correct, achieving words of acceptance and praise from the AICPA leadership once they had the opportunity to observe firsthand the Washington Chapter and FGAA's activities.

Even though there was some early questions about the status of the organization as an equal among other financial management organizations, the Washington Chapter enjoyed a good relationship with all the professional organizations in the Washington, D.C. area. Attesting to the professionalism displayed throughout the chapter's history, many Washington Chapter members have served as officers, directors, and committee chairs in other professional organizations.

Further, in recognition of the importance of participation by government accountants in the execution of its functions, the Financial Accounting Standards Board appointed Washington Chapter member Arthur Litke as a Board member soon after its creation. At the end of Mr. Litke's term, another Washington Chapter member, David Mosso, was named as his replacement. Other chapter members have served on the Board's Advisory Council and numerous AICPA committees.

### ACADEMIA

The Washington Chapter has long had a Committee for Cooperation with Educational Institutions. Professors from local universities serve on chapter committees, and many chapter members teach accounting, auditing and other financial management subjects at area universities.

The chapter was instrumental in encouraging American University sponsorship of a graduate degree program in government financial management. Efforts to develop additional government financial management courses at the university level continue.

For a number of years, the chapter has annually invited top accounting students from each of the local universities to be guests at its monthly meetings. They are often accompanied by a faculty representative of the schools' accounting department.

### THE PUBLIC

The Washington Chapter has interfaced with the Washington, D.C. community primarily in two ways. First, the chapter sponsors an annual training course to teach small business people how to develop and maintain a bookkeeping system. These courses have been presented, using chapter members as instructors, since the early 1970's—at first with assistance from the Small Business Administration's Office of Minority Business Enterprises.

In addition, the chapter has worked with the Volunteer Income Tax Assistance program since the early 1960's. Through this program, chapter members provide free assistance in the preparation of tax returns for low income, elderly, disabled, and/or non-English speaking citizens.



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## Chapter 7 RESEARCH

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### FROM HUMBLE BEGINNINGS

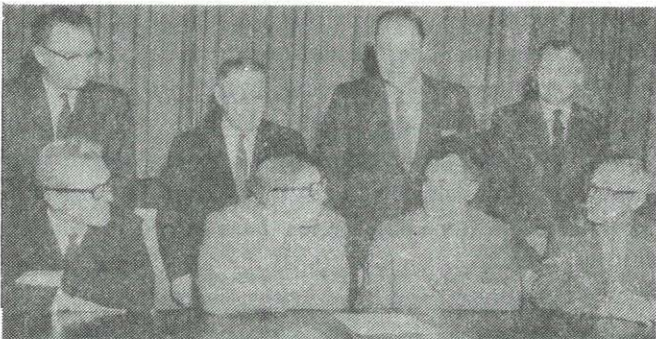
The importance of research to serve as a catalyst for the improvement of accounting and auditing was recognized very early by the organization's founding fathers. Determined to foster viable research endeavors, a Research Committee was mandated as a standing committee in the original by-laws of the national organization. As new chapters were authorized, their charters also required the appointment of a Research Committee.

The Washington Chapter, whose Research Committee predates organization of the national association, was no exception. What little research that was done in the early days, was done by the Washington Chapter. However, during the first decade, research accomplishments were not particularly noteworthy.

To illustrate, the first mention of research in the chapter's newsletters was in November 1957 when a call went out for input on identifying appropriate research subjects. There was no indication in subsequent issues of any success.

### THE FIRST BIG PLUNGE

While not specifically calling it a research project, a committee was formed early in 1959 to survey the use of



Participating in a 1959 Financial Management Roundtable on Scientific Statistical Sampling were FGAA members and speakers (seated l to r) Max Medley, Robert Trueblook, B.J. Mandel, Howard W. Wright, Raymond Einhorn, X. Bender Tansill, William A. Newman, and John R. Provan.

statistical methods, such as statistical sampling in accounting, auditing, budgeting and other areas of financial management in the Federal Government. Letters went out to the heads of 45 departments and agencies to initiate a survey to determine to what extent, and in what manner, statistical methods were used. Remarkably, 75 percent of the organizations contacted returned a response. This effort eventually resulted in the publication of national's Research Bulletin No. 1, *Audit Sampling in Action*.

### SUCCESSFUL EVOLUTION

Although off to a slow start, the chapter's research activities gathered momentum during the 1960's and 1970's. In 1960, for example, the chapter announced the development of a questionnaire on internal auditing in the federal government, with the expectation of publishing the results. This 2-year effort was completed in 1962. In 1963, the national office released the results as Research Bulletin No. 2, *Internal Auditing, Review and Appraisal in the Federal Government*. It was so successful that reprinting was necessary in 1965.

In 1976, a Washington Chapter research project entitled, *Review of AGA's Efforts To Influence Financial Management Policy Formulation*, was initiated. This project resulted in recognition by the national organization and a subsequent article in its publication, the *Government Accountants Journal*.

More recently, the chapter newsletter has been a vehicle for publishing research project results. The first two appeared in 1979 and were entitled, "What Merit Pay Means To GS-13 Through GS-15 Supervisors and Managers", and "Research Committee Report on Improving Chapter Committee Operations." The Research Committee also now has responsibility for preparing the "AGA Advisor" column appearing in the chapter's monthly newsletters. Most major research projects in which the chapter participates take place under the aegis of the national Research Committee, which generally includes members of the Washington Chapter. One recent significant accomplishment of this group was the 1989 publication of *Research in Government Financial Management: An Annotated Bibliography*. A long-time chapter member, Cornelius Tierney, wrote the introduction to the publication and chaired the national Research Committee during a large part of the effort.



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## Chapter 8 AWARDS

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### THE START OF A TRADITION

The chapter's awards program developed slowly. When FGAA was a small organization dominated by the Washington Chapter, there was great reluctance to singling individuals out for special recognition because of an understandable concern that such an action might deteriorate into a mutual admiration society. However, this has not been the case, and our awards program has flourished.

The Washington Chapter's first awards program was initiated in 1960 under the direction of the Committee on Cooperation with Government Agencies. One of the chapter's founders and leaders, T. Jack Gary, chaired this committee, which established an enduring purpose for the program:

"Furthering the objectives of the Association through special recognition of outstanding contribution to the improvement of financial management in the Federal Service."

The month of May was designated to honor award recipients—a tradition that has continued annually during that month for the past 30 years.

### THE FIRST AWARDS

The Washington Chapter's first awards program gave recognition under the two categories of distinguished leadership and outstanding member of the federal financial management community.

#### Distinguished Leadership

William Armstrong  
John C. Cooper, Jr.  
E. Reece Harrill  
Lindsey H. Noble

#### Outstanding Achievement

Frank Donaty  
William C. Hewitt  
William G. Pierce  
Stancil M. Smith

### FINE TUNING OVER THE YEARS

Some of the major changes that have taken place since the awards program started follow.

- Because other FGAA chapters were also giving awards, it was agreed in 1960 that the Washington Chapter would only solicit nominations from government activities in the Washington, D.C. area.
- 1962 saw the addition of an award for outstanding leadership and the first award to a group of financial managers, while 1973 brought the first chapter award honoring a member for outstanding contribution to the chapter.
- The Fourteenth Annual Awards Program (1973) was the largest in the chapter's history, with 32 individual awards and five group awards being presented.
- A student awards program began in 1972. The chapter initially gave a citation and a \$50 savings bond to an accounting student for attaining a high degree of excellence in financial management studies selected by university faculty from eight Washington, D.C. area schools. The program was revitalized last year with a \$1,000 scholarship awarded to a student in his or her junior year who was majoring in accounting, finance, public administration or a related field.

### THE CURRENT AWARDS PROGRAM

Our awards program has evolved to reflect the broadened scope of both our membership and their diverse interests. The Thirtieth Annual Awards Program (1989) included the following awards for outstanding achievement in the improvement of financial management. Financial managers from federal, state, and local governments, as well as from private sector organizations, were eligible for these special accolades.

- Distinguished Leadership Award.
- Achievement of the Year Award.
- Education and Training Award.

(continued on page 11)



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## Chapter 9

# TOMORROW'S DIRECTIONS

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Focusing on the chapter's history would be incomplete without a snapshot of its future. With an impressive record of achievements during its first 40 years, the Washington Chapter is now poised to face the many governmental financial management improvement and membership service challenges of the decades to follow.

What issues will confront governmental financial managers during the times ahead? They are formidable. Chief among them are (1) improving internal control and accounting systems to more effectively operate many of the government's programs and safeguard its assets, and (2) overcoming budget practices which impede sound management of taxpayer dollars.

Through its active education, publications, and research programs, the chapter is ready to participate in facing these issues by providing opportunities for its members to remain up to date on developments affecting these areas, as well as to influence how the issues are handled. To complement the work of these programs, the chapter has established several special-purpose committees, including one dedicated to maintaining liaison with the various interagency groups that have been tasked with addressing today's financial management issues.

In addition to providing opportunities for a wider perspective on governmental financial management developments, what do the chapter's members want in the future? Service! Service! Service! Its membership rightfully expects the chapter to continue to provide quality, timely, and professional programs, communications, and other services. The chapter's leadership is prepared to meet the commitment of serving chapter members' needs which has matured and become more sophisticated over the years.

Many of the chapter's activities to perpetuate this commitment, from its meetings to its newsletter, are highlighted in the foregoing chapters. Along with these endeavors, the chapter continues to strive to address a broad range of constituent needs through its Membership Services Committee.

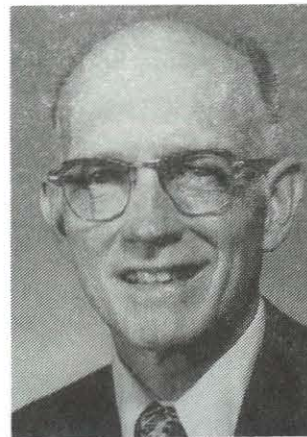
Better governmental financial management; greater membership services—these are intertwined goals of the years both elapsed and yet to come. This legacy of our first members sustains as the Washington Chapter's hallmark for the future.

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### AWARDS (continued)

- Technical Achievement of the Year Award.
- Career Achievement Award.

Several other categories of awards are also available to recognize outstanding contribution to the Washington Chapter. Most prestigious among these is the James W. Saylor Award, given annually in memory of a loyal member who worked tirelessly for the chapter for 25 years.



*James W. Saylor, in whose memory we annually present an award for chapter service, held many chapter offices throughout his career.*

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## PRESIDENTS OF THE ASSOCIATION OF GOVERNMENT ACCOUNTANTS

### — WASHINGTON CHAPTER —

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|                   |      |                   |      |
|-------------------|------|-------------------|------|
| Robert W. King    | 1950 | Robert Lewis      | 1970 |
| Walter Frese      | 1951 | Maurice Pujol     | 1971 |
| T. Jack Gary      | 1952 | John Cooley       | 1972 |
| Andrew Barr       | 1953 | Gerald Murphy     | 1973 |
| Harry Trainor     | 1954 | Frank LaCava      | 1974 |
| Karney Brasfield  | 1955 | Joseph Donlon     | 1975 |
| Delbert Harrill   | 1956 | Audrey Dysland    | 1976 |
| Raymond Einhorn   | 1957 | Susumu Uyeda      | 1977 |
| Clark Simpson     | 1958 | Thomas Mundell    | 1978 |
| Gordon Crowder    | 1959 | Jean Kerr         | 1979 |
| Alfred Golzel     | 1960 | James Hickey      | 1980 |
| Joseph Hock       | 1961 | John Reifsnyder   | 1981 |
| James Thompson    | 1962 | Robert Pewanick   | 1982 |
| Marshall Crossman | 1963 | Kenneth Winne     | 1983 |
| Ralph Keister     | 1964 | Virginia Robinson | 1984 |
| Jack Haney        | 1965 | Susan Lee         | 1985 |
| Benjamin Robinson | 1966 | Gary Palmquist    | 1986 |
| William Powell    | 1967 | Terence Conway    | 1987 |
| Edwin Lewis       | 1968 | Diane Bray        | 1988 |
| Francis Lyle      | 1969 | Doris Chew        | 1989 |

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**Looking Forward to Another 40 Years of  
Improving Governmental Financial Management and Serving Members**