

Vision Statement: Where we're going

CPAs are the trusted professionals who enable people and organizations to shape their future. Combining insight with integrity, CPAs deliver value by:

- Communicating the total picture with clarity and objectivity,
- Translating complex information into critical knowledge,
- Anticipating and creating opportunities, and
- Turning insights into action to transform vision into reality.

Core Purpose: Why we exist

CPAs ... making sense of a changing and complex world.

Core Values: What we stand for

- **EXCELLENCE:** CPAs are committed to excellence and strive to deliver the highest quality services.
- **INTEGRITY AND PROTECTING THE PUBLIC INTEREST:** CPAs conduct themselves with integrity and honesty, holding themselves to rigorous standards of professional ethics.
- **OBJECTIVITY:** CPAs maintain impartiality and intellectual honesty by remaining free of personal bias and conflicts of interest.
- **LIFELONG LEARNING:** CPAs highly value continuous learning and know that L>C (the rate of learning must be greater than the rate of change).
- **COMPETENCE:** CPAs are experts in the language of business and demonstrate superior technical proficiency by performing with a high level of expertise and knowledge.

Our Strategy: How we are going to get there

Core Services

ASSURANCE AND INFORMATION INTEGRITY:

Provide a variety of services that improve and assure the quality of information, or its context, for business decision making.

TECHNOLOGY SERVICES:

Services that leverage technology to improve objectives and decision making including business application processes, system integrity, knowledge management, system security, and integration of new business processes and practices.

MANAGEMENT CONSULTING AND PERFORMANCE MANAGEMENT:

Provide advice and insight on the financial and non-financial performance of an organization's operational and strategic processes through broad business knowledge and judgment.

FINANCIAL PLANNING:

Provide a variety of services to organizations and individuals that interpret and add value by utilizing a wide range of financial information. These include everything from tax planning and financial statement analysis to structuring investment portfolios and complex financial transactions.

GLOBAL SERVICES:

Provide global financial services that facilitate international commerce. Leading in the development of global standards and business practices and new ways that more businesses can access and participate in the global marketplace.

Core Competencies

LEADERSHIP:

The ability to develop and share insights and the aptitude to mobilize and inspire others to action. Leadership is about finding possibilities and developing people, utilizing their strengths, and shaping the future.

COMMUNICATIONS:

Able to give and exchange information with meaningful context and with appropriate delivery and interpersonal skills. The ability to make thinking visible to others in a way they can easily grasp.

STRATEGIC THINKING:

A future-minded and flexible mindset that thinks critically and creatively. The ability to link data, knowledge and insights together to provide quality advice for strategic decision-making.

COLLABORATION AND SYNTHESIS

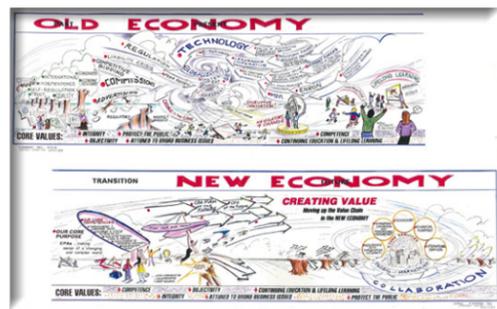
Effective at engaging others and working across boundaries to turn challenges into opportunities. The ability to consider the whole picture (past, present, and future) and create alternatives and options for the future.

TECHNOLOGICALLY SAVVY:

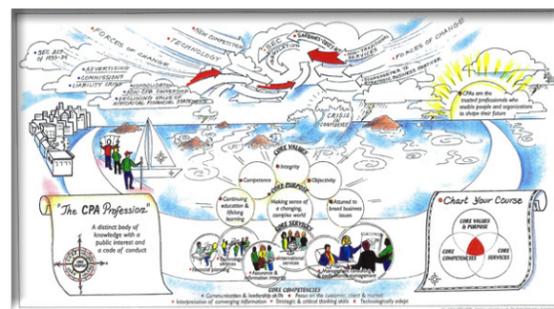
Anticipating tech changes and how they can benefit others. Adept at standardizing data for transparency, efficient exchange, and visualization with tools like XBRL.



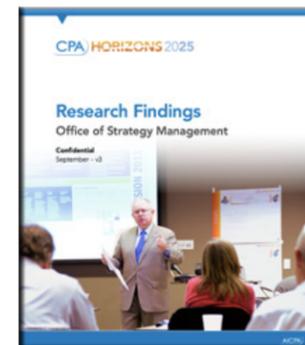
1998



2000



2002



2011

Insight: Top Trends to Watch

How is Leadership changing?
CPA HORIZONS 2025

What has a high likelihood of impacting our future and the timing to address is NOW?

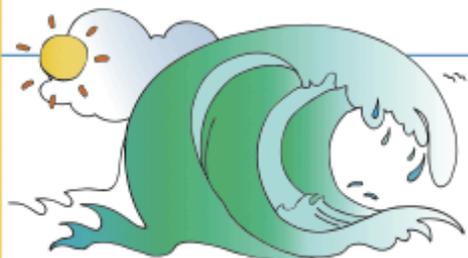
- More democratic – moving from push to pull
- Flexible & adaptable – capable of responding to faster rates of change
- Increased risk & less time to make decisions
- Continuous learning (L>C) for individuals and organizations
- Need for more younger leaders
- Long-range vision + strong core values

CPA VISION 2025

Produced by the Maryland Association of CPAs and the Business Learning Institute, Oct 2011.



What CPAs have said about the future:



What has a high likelihood of impacting our future and the timing to address is **NOW**?

Consider trends that will impact the individual CPA as well as the whole CPA profession.

1. Changing demographics - Aging workforce, diversity, 4 generations in the workplace
2. Increased globalization, economic shifts and increasing competition
3. The technological revolution - cloud, social, big data & XBRL
4. Issues around information security, privacy & data integrity
5. Shift to consumer and employee power (from push to pull)
6. Changes in the way we communicate - mobile, txt, skype
7. Work-life challenges or conflict - "do more with less", 24/7 work
8. Information Overload - filter failure
9. Increasing complexity of rules and standards (IFRS, GAAP, PCAOB, SEC)
10. Economic uncertainty - deficit, debt and pressure on government