

CPA HORIZONS 2025

Significant Results Achieved

-  **More Than 5,600 Participants**
-  **About 6,300 Cumulative CPA Feedback Hours**
-  **More than 75,000 comments**

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CPA Horizons 2025



- 10 Key Insights emerged
- Core Purpose standing the test of time
- Core Values substantially unchanged
- Core Competencies evolved
- Core Services no longer limited

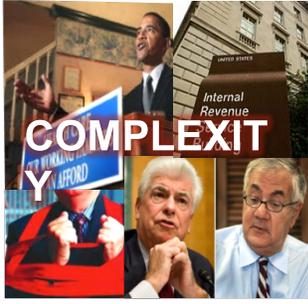
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Core Purpose

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

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Businesses and Firms – All Challenged by Complexity

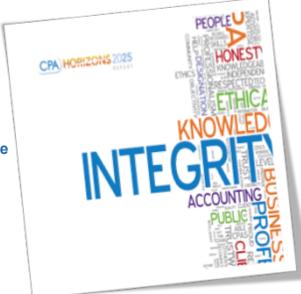


- Health care
- Federal taxes
- State/local taxes
- Technology
- International
- Dodd-Frank
- Heightened rules and scrutiny

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Core Values

- Integrity
- Competence
- Lifelong learning
- Objectivity
- Commitment to excellence
- Relevance in global marketplace



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Core Competencies



- Communications skills
- Leadership skills
- Critical thinking and problem-solving skills
- Anticipating and meeting needs
- Synthesizing intelligence to insight
- Integration and collaboration

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Key Insights

- Technology
- Pre-Certification & Lifelong Learning
- Worldwide Profession
- Market Permission
- Trusted Attester
- Pride in the Profession
- Demographic Shifts
- Trusted Advisor
- Marketplace
- Value Proposition



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Technology

Understand and leverage relevant technology in conjunction with core CPA competencies to deliver superior services



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Pre-Certification and Lifelong Learning

"CPAs have to be both the teacher and the learner in the profession for a lifetime."

Evolve the educational framework to keep pace with the changing dynamics of business, government and our profession

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Worldwide Profession



We live in a world of increasing interdependence and the US CPA must be prepared to demonstrate international competence

Position the CPA as a premier designation of the accounting and finance profession throughout the world

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Market Permission



Leverage the competencies and strengths of the profession to expand market permissions offering a wider range of services

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Trusted Attester

Preserve the role of the CPA as the trusted attester of financial and other information

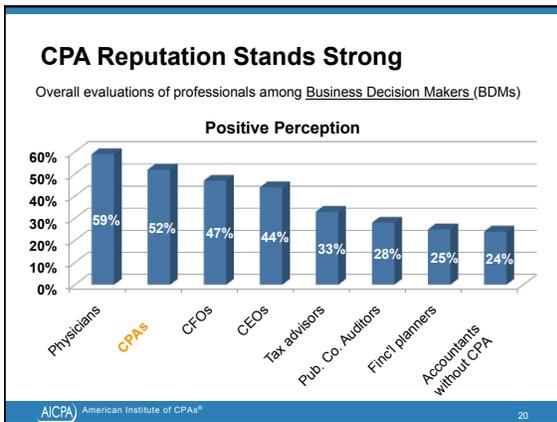
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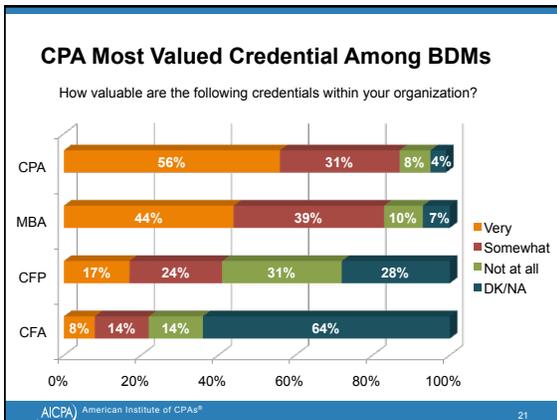
Pride in the Profession

Encourage pride among CPAs in what we stand for and in the value CPAs create throughout society

"The profession must increase its independence and remain a viable source of financial truth in a world of increasing complexity and global commerce."

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Demographic Shifts

Continue to offer opportunities that enhance the appeal of the profession and be **proactive** in addressing both U.S. and global demographic shifts



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Trusted Advisor

Promote the CPA as the trusted advisor who, in addition to providing Core CPA services, develops solutions to complex problems by integrating knowledge, expertise and resources from multiple disciplines

"I am most proud of the idea that our professionals have been able to occupy diverse jobs at high levels, from accounting to sales, from operations to HR, from consulting to management."

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Trusted Business Advisor™ 2.0

Make A Change. Make A Difference.

Explore Uncharted Territory

Start Conversations

Inspire Change

Spark Creativity

Open Minds

Discover New Possibilities

Foster Innovation

Provide Solutions

Create Hope

Build Trust



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BECOMING A TRUSTED BUSINESS ADVISOR

How to Add Value, Improve Client Loyalty, and Increase Profits

by William Nash and Denise Gregorich



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Marketplace

We must be nimble as a profession and address continual changes in the marketplace, economy, businesses and regulations by managing change

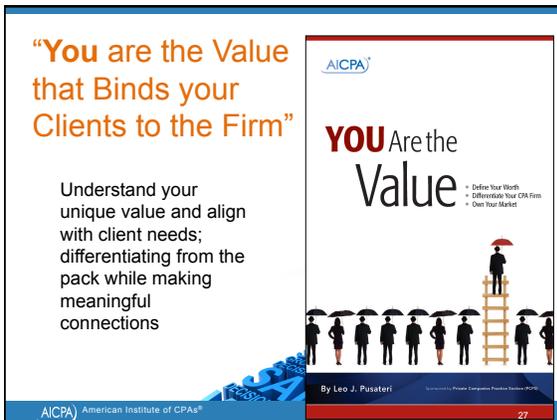
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Value Proposition

Increase the visibility of the profession's value proposition by demonstrating the profession's core values in multiple areas of business and society. Values in action !

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"You are the Value that Binds your Clients to the Firm"

Understand your unique value and align with client needs; differentiating from the pack while making meaningful connections

YOU Are the Value

- Define Your Worth
- Differentiate Your CPA Firm
- Own Your Market

By Leo J. Pusateri

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Embracing the Future – How do we do it ?

- **Technology:**
 - Address security and privacy concerns; adapt traditional services; utilize state-of-the-art tools to reach out to new markets
- **Education:**
 - Balance judgment with technical skills; teach soft skills; stay ahead of the curve on regulations and standards
- **Globalization:**
 - Understand international issues, trends, standards and regulations; identify new markets; explore new job opportunities
- **Promotion:**
 - Market the profession's virtues of integrity, objectivity and trust to local, national and international audiences

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Embracing the Future – How do we do it ?

- **Collaboration:**
 - Understand the different perceptions and realities of the generations and find ways to bridge the gap and take advantage of the best each can offer
- **Integration:**
 - Review our competencies and align them with new realities; enhance our role as a business advisor
- **Adaptation:**
 - Address changes in the marketplace, economy, business and regulations; immerse ourselves in domestic and international trends
- **Competition:**
 - Understand the numerous choices available to clients and employers; market

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PCPS CPA Horizons 2025 Toolkit

In the late 90s the AICPA and state societies cooperated in bringing together CPAs from across the country to develop an unprecedented grassroots vision for the profession for the 21st century and beyond. From this, the CPA Vision Project was established, which identified the profession's core competencies, core values and core services – as well as defining the following core purpose for the profession: "CPA: Making sense of a complex and changing world."

The AICPA has embarked on the next stage of the CPA profession's effort to anticipate and plan for the future. CPA Horizons 2025 reaches out to CPAs like you, as well as to regulators, state societies, futurists, and young professionals at the start of their careers, for insight on how global forces will affect the profession.

You can take part in planning for the future of the profession and for the future of your firm by conducting a "Future Forum" of your own. This is an opportunity you won't want to miss! To help with the process, PCPS offers its members a CPA Horizons 2025 Toolkit, which was co-developed by the Business Learning Institute and Steering Board. Below you will find the toolkit's contents, including a link to the PCPS CPA Horizons 2025 Future Forum Facilitator's Guide and everything you'll need to get started!

PCPS CPA Horizons Toolkit

Why Conduct a Future Forum Video (coming soon)

Resources – Guide & Tools

- CPA Horizons Facilitator Guide
- Sample Future Forum Agenda
- CPA Horizons Workbook – Worksheets 1, 2 & 3
- CPA Vision 2011 Background
- CPA Vision on a Page
- CPA Horizons Insights to Go Worksheet
- CPA Horizons Vision 2011 Feedback Form & Future Forum Evaluation Form

Recommended Materials – Large Format Charts

- 300° World View (1)
- Insight: Top Trends to Watch (1)
- Insight: Seeing Past the Obvious (2-Flip chart size)

CPA Horizons Video Links

- CPA Horizons 2025 Forum Comments from CPA Horizons forum participants - Albuquerque, NM, May 19, 2011
- CPA Horizons 2025 Welcome Featuring AICPA Chairman, Paul Statton and AICPA President & CEO, Barry Melancon.
- CPA Horizons Global Forces A brief look at the political, regulatory, economic, social, human resource and technological forces that will affect the future of the profession.
- CPA Horizons 2025 Political/Regulatory Forces Featuring Strategic Futurist Edie Weiner

Download from www.aicpa.org

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A few words from future CPA's....

[The Future CPA Master2 .mov](#)

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Thank You !
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