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Agenda; Strategic Planning Committee, Palm Beach Gardens, Florida, May 21, 1995

American Institute of Certified Public Accountants. Strategic Planning Committee

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AGENDA
STRATEGIC PLANNING COMMITTEE
ST. ANDREWS ROOM
PGA NATIONAL RESORT & SPA
PALM BEACH GARDENS, FLORIDA
MAY 21, 1995

<i>TIME</i>	<i>EVENT</i>
<i>8:00 am - 8:10 am</i>	<i>Introductions & Meeting Objectives (P. Chenok)</i>
<i>8:10 am - 8:45 am</i>	<i>Report from the Special Committee on Assurance Services (Chair - Robert Elliott)</i>
<i>8:45 am - 9:05 am</i>	<i>Report of the Working Group on Mission Statement and Objectives (G. Wolfe, J. Dunlop)</i>
<i>9:05 am - 9:25 am</i>	<i>Discussion of revised Vision of the CPA of 2000 and Vision of the AICPA of 2000 (J. Dunlop)</i>
<i>9:25 am - 9:45 am</i>	<i>Brief Review of Strategic Initiatives (J. Dunlop)</i>
<i>9:45 am - 10:45 am</i>	<i>Discussion on a Common View of the Future - Results of April 1995 Breakout Group Discussions of Planning Assumptions (P. Chenok, F. Katusak)</i>
<i>10:45 am - 11:45 am</i>	<i>Review & Discussion of Threats and Opportunities (J. Dunlop)</i>
<i>11:45 am - 11:55 am</i>	<i>Report of the Collaborative Planning Working Group (B. Harper)</i>
<i>11:55 am - 12 Noon</i>	<i>Next Steps in the Process (P. Chenok, F. Katusak)</i>
<i>12 Noon - 1:00 pm</i>	<i>LUNCH</i>

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MAY 21, 1995
OBJECTIVES OF MEETING

- *Receive a report from the Special Committee on Assurance Services presenting an update on current activities and plans for the future.*
- *Receive a report from the Mission Statement Working Group on potential revisions to the AICPA mission statement and objectives.*
- *Discuss the preliminary vision for the CPA and the preliminary vision for the AICPA*
- *Discuss preliminary strategic initiatives.*
- *Review and discuss planning assumptions (i.e, Common View of the Future) resulting from April 19th breakout group discussions.*
- *Discuss the threats and opportunities for the Institute.*
- *Receive a report from the Collaborative Planning Working Group on collaborative AICPA/state CPA societies' recommendations.*
- *Review next steps in the planning process.*



"AN UPDATE ON CURRENT ACTIVITIES AND PLANS FOR THE FUTURE"

ROBERT ELLIOTT

CHAIR - AICPA ASSURANCE SERVICES SPECIAL COMMITTEE

REPORT OF THE WORKING GROUP ON THE AICPA MISSION STATEMENT AND OBJECTIVES

Working Group Members

*Gary Wolfe - Chair
Susan Kline
John Schiffman
John Hunnicutt
Bernard Gratzer*

This section includes the following items:

- *The draft mission statement of the Working Group which resulted from a merger of the various concepts and mission statements provided by individual Working Group members.*
- *The Mission Statement as it currently appears in the November 1994 Report of the Strategic Planning Committee.*
- *{As background information, we have included} the various mission statement drafts from individual Working Group members used to create the Working Group's final draft mission statement.*
- *The draft of objectives from the Working Group which resulted from an attempt to merge the various concepts and objectives provided by individual Working Group members.*
- *The Objectives as they currently appear in the November 1994 Report of the Strategic Planning Committee.*
- *{As background information, we have included} suggestions on the objectives from individual Working Group members used to create the Working Group's final draft of objectives.*

Please review the Working Group's Draft Mission Statement and Objectives prior to our meeting so that we can discuss and reach concurrence on the Mission Statement and Objectives. In your review, please give particular consideration to whether or not:

- *the mission statement should be worded in the first person,*
- *the mission statement fully defines the fundamental reasons for the Institute's existence, and*
- *the objectives reflect the highest priorities of the Institute.*

DRAFT AICPA MISSION STATEMENT

(The following Mission Statement is offered by the Working Group for consideration by the full Committee. This statement was developed by merging the various concepts and draft mission statements provided by individual members of the Working Group.)

The American Institute of Certified Public Accountants is the preeminent, member-driven, national, professional organization for all Certified Public Accountants. The mission of the AICPA is to act in the long-term interests of its members by providing member-driven support, guidance and leadership to assure that members continue their vital role in serving the public interest by performing valuable services in the highest professional manner possible.

CURRENT AICPA MISSION STATEMENT

(The following Mission Statement appears in the Report of the AICPA Strategic Planning Committee - November 1994.)

The American Institute of Certified Public Accountants is the national professional organization for all Certified Public Accountants. The mission of the AICPA is to act on behalf of its members and provide necessary support to assure that CPAs serve the public interest in performing the highest quality professional services. In fulfilling its mission, the AICPA gives priority to those areas where public reliance on CPA skills is most significant.

The following versions of the Mission Statement were provided by individual members of the Working Group. These were used to create a "final" Working Group draft Mission Statement for review by the full Strategic Planning Committee.)

(From Phil Chenok)

The American Institute of Certified Public Accountants (AICPA) is the national, member-driven, professional organization for all Certified Public Accountants. The mission of the AICPA is to act in the long-term interests of both the public and its members and provide necessary support, guidance and leadership to assure that its members continue their vital role by performing quality services in the highest professional manner possible. The AICPA places priority on those areas where public reliance on CPA skills is most significant.

(From Susan Kline)

The American Institute of Certified Public Accountants (AICPA) is the national, professional association for all Certified Public Accountants. Our mission is to provide member-driven support and leadership to help CPAs serve the public interest by performing valuable services in the highest professional manner possible, in order to assure the long-term vitality of our profession. As our members' advocate, we protect and promote the CPA designation, establish and maintain high professional standards, and provide products and services that enhance the value of our members to clients, employers and the public.

(From John Schiffman)

The American Institute of Certified Public Accountants (AICPA) is the preeminent national organization representing the diverse interests of all Certified Public Accountants. The mission of the AICPA is to provide support, guidance and leadership which benefits its members and enables them to personally offer the highest quality services which benefit the public interest. In fulfilling its mission, the AICPA develops auditing, financial reporting and assurance standards, protects and promotes the CPA designation and creates products and services which are designed to enable members to satisfy the needs of clients, associates, employers and the general public. In the performance of these activities, priority is placed on those areas where public reliance on CPA skills is most significant.

DRAFT OF REVISED AND NEW OBJECTIVES DEVELOPED BY THE WORKING GROUP

(The following objectives are offered by the Working Group. These objectives were developed by merging the various concepts and draft objectives provided by individual members of the Working Group.)

Revised Objectives

Recruiting and Education

- *Encourages highly qualified individuals to become CPAs and promotes the availability of outstanding academic programs.*

Certification and Licensing

- *Protects and promotes the CPA designation and seek uniform certification and licensing standards at the highest possible level.*

Standards and Performance

- *Establishes professional standards and assists members in continually improving their professional conduct, performance, and expertise; monitors professional performance to enforce professional standards and requirements.*

Communications

- *Promotes public awareness of, and confidence in, the integrity, objectivity, competence and professionalism of AICPA members while seeking to communicate the value, quality and relevancy of member services.*

Advocacy

- *Serves as the national representative of CPAs to government, regulatory bodies and other organizations to promote and protect AICPA members' interests.*

Adjusting to Change

- *Assists members in anticipating, understanding and benefiting from changes in the worldwide economic, technological, social, demographic and political environments in which they function.*

Recommended New Objectives

Collaboration

- *Encourages close collaboration with all state CPA organizations to, whenever possible, support their efforts and secure their support for collaborative programs and services which more efficiently and effectively serve the needs of our respective memberships.*

Public Interest

- *Recognizes its role -- throughout all its activities -- as the advocate for the CPA profession and its obligation to ensure that its members provide society with relevant services performed in the public interest.*

CURRENT OBJECTIVES

(The following objectives appear in the Report of the AICPA Strategic Planning Committee - November 1994.)

To achieve its mission, the Institute:

Recruiting and Education

- *Encourages highly qualified individuals -- without regard to race, color, religion, sex, age, national origin, disability, or marital status -- to become CPAs and promotes the availability of outstanding academic programs.*

Certification and Licensing

- *Promotes uniform certification and licensing standards for CPAs at the highest possible level.*

Standards and Performance

- *Provides standards, sets requirements, and assists members in continually improving their professional conduct, performance, and expertise and monitors professional performance to enforce professional standards and requirements.*

Communications

- *Promotes public confidence in the integrity, objectivity, competence and professionalism of AICPA members and the quality of services they perform.*

Advocacy

- *Serves as the national representative of CPAs to government, regulatory bodies and other organizations.*

Adjusting to Change

- *Assists members in understanding and adjusting to changes in the worldwide economic and political as well as technological environments.*

SUGGESTIONS ON OBJECTIVES FROM INDIVIDUAL COMMITTEE MEMBERS

(Revision Suggested by Susan Kline)

Recruiting and Education

- *Encourages highly qualified individuals to become CPAs and promotes the availability to outstanding academic programs.*

(Revision and Addition Suggested by John Schiffman)

Communications

- *Promotes public awareness of, and confidence in, the integrity, objectivity, competence and professionalism of AICPA members while seeking to communicate the value, quality and relevancy of member services.*

New Objective - Public Interest

- *Throughout all its activities, the AICPA recognizes its role as the advocate for the CPA profession and its obligation to ensure that its members provide society with relevant services performed in the public interest.*

(Revision Suggested by Gary Wolfe)

- *Promote uniform, high standards for licensure and certification and establish and monitor performance standards for its members, in order to maintain high levels of professional conduct, performance and expertise.*

(Revisions Suggested by Phil Chenok)

Certification and Licensing

- *Protect and promote the CPA designation and seek uniform certification and licensing standards at the highest possible level.*

Standards and Performance

- *Establish professional standards and assist members in continually improving their professional conduct, performance, and expertise; monitor professional performance to enforce professional standards and requirements.*

VISIONS OF THE FUTURE

This section contains:

- *the vision statement of the Assurance Services Special Committee,*
- *a preliminary vision of the CPA of 2000, and*
- *a preliminary vision of the AICPA of 2000.*

Both of the preliminary visions created by the Strategic Planning Committee reflect the results of discussions held by the Strategic Planning Committee on April 18, 1995.

Please review the enclosed visions prior to our meeting. In your review, please consider:

- ***the vision statement of the Assurance Services Special Committee to assure that the visions we create are consistent and do not conflict with the the vision statement of the Assurance Services Special Committee.***
- ***what, if any revisions, you would suggest be made to the preliminary vision for the CPA of 2000 and/or the preliminary vision for the AICPA of 2000.***

**VISION STATEMENT OF
THE ASSURANCE SERVICES SPECIAL COMMITTEE**

*"The CPA is the primary provider of services assuring the
usefulness of information for decision-making."*

5/5/95

REVISED PRELIMINARY VISION OF THE CPA OF 2000

The CPA is the leading information professional -- highly valued and trusted by corporate, governmental and institutional managers and by the public. By undergoing a rigorous certification process, observing high professional standards, engaging in continuing professional education, employing sophisticated financial, management and economic related information, and having a mastery of applicable technology, the CPA is trusted to advise and report on a broad range of businesses and economic related matters.

Within corporations and institutions, the CPA is an integral part of the management team responsible for such matters as financial reporting, planning, resource allocation, risk assessment, systems development, and business valuation.

Specialization within CPA ranks is increasingly common and accepted. The public and business professionals clearly distinguish between CPAs and non-CPAs who perform similar services.

Talented people in sufficient numbers are choosing educational and career paths leading to the CPA designation. The profession is growing more ethnically and culturally diverse. Its members enjoy financial success commensurate with the value they provide and are proud to hold the CPA designation.

REVISED PRELIMINARY VISION OF THE AICPA OF 2000

We - The American Institute of Certified Public Accountants (AICPA) - are the preeminent professional society whose members are involved in the process of gathering, developing, reporting, analyzing and attesting to business and economic related information and activities. Our regular membership includes 90%-95% of all eligible CPAs and we actively involve other professionals such as financial advisors, consultants, actuaries, and risk managers.

As a result of our championship of the profession, our responsiveness to our members and the provision of an outstanding array of useful products and services, we have experienced a significant increase in the sense of loyalty to, and ownership of, the AICPA among our members.

We provide leadership ~~to the~~ profession in areas of ethics, standards, and business practices. We take an active role in identifying trends and helping members identify, adapt to, and derive benefits from, change. We assist members to function effectively in a highly complex and technological environment and to expand CPA practices in new areas of services. Our advice and counsel are eagerly sought by public policy makers and other leaders in the formulation of legislation and regulation and we aggressively advocate on behalf of our members with various legislative and regulatory bodies on a range of issues.

We collaborate with state CPA organizations in the provision of services to our respective memberships and in advocacy at both the state and federal levels. We also work with other businesses and financial associations in such areas as standards, education, advocacy, and ethics.

Internally, in furtherance of our efforts, we support an active program of research to significantly advance the state of accountancy as well as the interests of CPAs. In addition, we have an active program to improve our internal administrative processes. We continue to attract and hold an outstanding professional staff.

5/5/95

PRELIMINARY STRATEGIC INITIATIVES

PRELIMINARY STRATEGIC INITIATIVES

STRATEGIC INITIATIVE

Encourage and support the recruitment of talented people into the profession with particular emphasis on increasing the ethnic and cultural diversity in the membership.

Background Information

A host of developments have emerged to intensify the need for the Institute to enhance its support of efforts to recruit talented individuals into the profession. These include: the growing competition for talented people from sources outside of the accounting profession; the growing importance of "life-style" considerations to entrants into the profession; the growing need for diversity in the skills required of CPAs as a group; and the extent of ethnic and cultural diversity within the profession.

STRATEGIC INITIATIVE

Make business reporting more relevant, understandable, and beneficial to users.

Background Information

Divergent pressures have caused financial reporting to lose some of its significance. To address this concern, the Institute appointed a Special Committee on Financial Reporting (The Jenkins Committee). That committee has recommended an expanded business reporting model that includes the reporting of nonfinancial as well as financial information.

STRATEGIC INITIATIVE

Strengthen collaborative relationships with state CPA societies to improve the delivery of services to members and to support advocacy efforts at the federal and state levels.

Background Information

The need for reducing, or eliminating duplicative Institute/state CPA societies' services and products, the increasing importance of federal and state government legislative and regulatory activities, rule-makers and standard-setters, and other factors are converging to create a greater need for the Institute and the state CPA societies to strengthen their relationships.

STRATEGIC INITIATIVE

Assist members in expanding assurance services to apply to new types of information in a way that increases the value of these services.

Background Information

Users' needs for financial and non-financial information are expanding. As those information needs expand, services provided by CPAs should also expand. A Special Committee has been appointed to consider the type of assurances that CPAs might provide beyond audit or attest services.

STRATEGIC INITIATIVE

Develop and implement a Continuous Process Involvement program for the AICPA aimed at increasing efforts to better understand member needs and target services to meet those needs.

Background Information

There is growing pressure for improved quality throughout our society. Moreover, the Institute's membership is continually evolving as the membership segments (e.g., public practice, industry, education, and government) undergo various changes. These changes underscore the importance of enhancing efforts to identify and monitor members' changing needs and target services and products to meet the needs of each membership segment in a timely and cost-efficient manner.

STRATEGIC INITIATIVE

Actively seek to improve the quality, appropriateness, and value of accounting education and promote the availability of quality of accounting programs.

Background Information

The Institute must assure that the pre-certification education for CPAs is of the highest possible quality. The Institute can be a driving force in encouraging universities and others to offer accounting programs designed to prepare new CPAs through up-to-date curricula and emphasis on high-quality teaching.

STRATEGIC INITIATIVE

By the year 2000, increase the membership in AICPA to include 85% to 90% of eligible CPAs, and actively involve other non-CPA business professionals.

Background Information

To ensure the Institute's role as the preeminent professional society, actions should be undertaken to attract into the membership eligible CPAs and to involve other non-CPA business professionals (e.g., financial advisors, risk managers, consultants, etc.) in the Institute's activities.

STRATEGIC INITIATIVE

Enhance communications about the unique competencies, responsibilities and professionalism of AICPA members.

Background Information

The public and business community should be made aware of the professionalism and competencies of CPAs and acquire a better understanding of the changing nature of CPAs' services and the expanding qualifications of CPAs.

STRATEGIC INITIATIVE

Increase support for research aimed at helping members provide higher value-added services, advancing the accounting profession, and supporting governmental affairs.

Background Information

There is a need for research to help members keep pace with change. That will help CPAs take advantage of opportunities that add value to their services, advance the accounting profession, and support governmental affairs.

STRATEGIC INITIATIVE

Develop and implement a comprehensive strategic technology plan for the AICPA and its members.

Background Information

Given the technological developments within our increasingly information-based society, CPAs will become more involved with technology. To remain competitive in such an environment and ensure the profession's continued relevance, there is a need for the development and implementation of a comprehensive strategic technology plan for the Institute and its members.



May 5, 1995

PLANNING ASSUMPTIONS ABOUT THE FUTURE

(i.e., View of the Future)

This document presents the planning assumptions about the future resulting from discussions held by Breakout Groups at the April 20, 1995 meeting of the Strategic Planning Committee as well as from suggestions provided by Committee members subsequent to the April 20th meeting.

Please review the following planning assumptions and be prepared to discuss them so that we may reach Committee concurrence on a view of the future.

*The 156 planning assumptions which follow are stratified under either topic headings which currently appear in the **Report of the Strategic Planning Committee - November 1994** or new topic headings developed as a result of discussions held at the Strategic Planning Committee meeting on April 20, 1995.*

Current Topic Headings (16)

- o Accounting Firms*
- o Technology*
- o Globalization*
- o Complexities*
- o Attest/Audit*
- o Practice Monitoring*
- o Human Resources*
- o Specialization*
- o Litigation*
- o Diversity*
- o Business Reporting (replacing the topic: Financial Statements)*
- o Licensure/Certification*
- o Professional Performance and Conduct*
- o AICPA and State CPA Societies*
- o Legislative/Regulatory*
- o Image, Expectations and Communications*

New Topic Headings (4)

- o Public Policy*
- o CPE*
- o Definition and Role of the CPA*
- o Changing Values in the Workplace*

*In addition, as a result of our recent discussions, two topic headings which appear in the **Report of the Strategic Planning Committee - November 1994** were deleted:*

Deleted Topic Headings (2)

- o Scope of Service*
- o Environmental Accounting and Auditing.*

Breakout Groups and Topics

Members of the April 20th breakout groups which assisted in the development of the enclosed planning assumptions as well as the topics areas covered by each breakout group are listed below.

BREAKOUT GROUP #1

*Thomas Ueno (Leader)
Rick Elam (Reporter)
Bert Trexler
Gary Wolfe
Lawrence Gramling
John Schiffman
Sandy Rigopoulos
Bill Strain
Ken Hull
Duane Suits*

BREAKOUT TOPICS ASSIGNED

*Accounting Firms
Technology
Scope of Service
Globalization
Environmental Accounting*

BREAKOUT GROUP #2

*Susan Kline (Leader)
Joanne Lindstrom (Reporter)
Jim Beers
Gari Fails
Gary Fish
John Kreischer
Gary Bolinger
Bill Swirsky
Maryann Brush
Robert Israeloff
Morris Oldham*

BREAKOUT TOPICS ASSIGNED

*Complexities
Attest/Audit
Practice Monitoring
Human Resources
Specialization
Litigation
Diversity
Financial Statements*

BREAKOUT GROUP #3

*Mary Medley (Leader)
Leigh Knopf (Reporter)
J. Clark Price
John Plymyer
Ben Gratzner
Jim Martin
John Hunnicutt
Robert Clyde*

BREAKOUT TOPICS ASSIGNED

*Licensure/Certification
Professional Performance and
Conduct
AICPA and State Societies
Legislative/Regulatory
Image, Expectations, and
Communications*

Topic: Accounting Firms and Other Employers of CPAs
Planning Assumptions

Current Planning Assumptions

- o Seasonality will continue to be an issue.*
- o Competition - including competition from specialists as well as non-licensed service providers - will continue to intensify in traditional CPA service areas.*
- o Accounting firms will accelerate their alignment with non-CPA organizations and vice versa.*
- o Networking among CPAs, employers of CPAs, and other professional service firms and organizations will accelerate.*
- o More firms will accept value billing, with the percentage of accounting firms billing services on a time basis declining.*
- o It will be increasingly more difficult to describe what is meant by the term "accounting firm."*
- o Accounting firms are moving into diversified services and will restructure based on industry/market segments.*
- o Accounting firms will respond favorably to support entities, including but not limited to accounting societies, that support their diversified services.*
- o The role of CPAs employed outside of public accounting, as well as the success of accounting firms, will increasingly be influenced by business cycles; regional economic structural changes; lifestyle considerations; and technological developments and applications.*
- o The number of women owners in CPA firms will increase.*
- o Businesses and not-for-profit organizations will increasingly outsource internal functions, such as information processing and accounting functions, which may create new practice areas for public accounting firms and opportunities for other employers of CPAs.*
- o Financial services conglomerates will continue to acquire public accounting firms but not operate them as public accounting firms.*
- o Accounting firms will increasingly be composed of professionals with expertise in a variety of sub-specialties and disciplines, including a greater use of non-CPAs which will increasingly result in an overlap between disciplines within CPA firms (e.g., consultants and auditors will both be involved in attestation services).*

Topic: Accounting Firms and Other Employers of CPAs
Planning Assumptions

Current Planning Assumptions (Continued)

- o The application of continuous process improvement strategies will improve the business operations and service delivery systems of professional service firms and organizations as well as other business and non-profit organizations.*
- o Accounting firms and other employers of CPAs will need to continue to recognize and respond to work/family issues (e.g., lifestyle considerations).*
- o As the need for experienced personnel continues to expand, the structure of accounting firms will continue to change.*

New Planning Assumptions

- o The "virtual office" will impact professionalism and moral.^e*
- o CPA firms of the future may need to create more affiliations with other CPAs/firms in order to efficiently serve clients.*
- o Accounting firms will hire more on the basis of one's competencies rather than one's education.*
- o There will be an increase in non-CPA ownership of CPA firms.*
- o Opportunities for job changes within large firms will decline.*
- o Companies will have a diminishing need for CPAs as opposed to information analysts.*
- o There will be a growing number of opportunities for CPA firms to act as "portable managers" for their clients.*
- o Time-based fee structure no longer adequately reflects the value of services and products.*

Topic: Technology Planning Assumptions

Current Planning Assumptions

- o Organizations of all types and sizes have a need to invest in technology.*
- o CPAs' clients will increasingly rely more on technology (e.g., tax packages, computer-generated financial statements, etc.) than on CPAs' professional services.*
- o Information and communications technologies and technological linkages will continue to have enormous and often unanticipated consequences for society in general and for CPAs, accounting firms, and other employers of CPAs in particular.*
- o Members of the accounting profession will increasingly look for information and leadership on technology-based services and products and the ramifications of such services and products on the profession and its constituents (e.g., employers, clients, vendors, etc.)*
- o New standards, regulations and laws will be forthcoming in the technological area.*

New Planning Assumptions

- o Technology will change the way in which CPAs interact with each other, their clients and the public.*
- o Technology will alter staff/employee resource allocations.*
- o Technology will aid in lessening language barriers/problems.*
- o There will be a growing need for CPAs to accept technology into their operations if they want to keep practicing.*
- o Technology will increasingly impact CPE in various ways (e.g., what is delivered, how it is delivered, etc.).*
- o The ability of a firm to "keep up" with technological changes will have a growing impact on the firm's ability to compete in the marketplace.*
- o The Institute will increasingly need to take a more proactive role in adapting technologies to the profession.*

Topic: Technology Planning Assumptions

New Planning Assumptions (Continued)

- o As new technologies emerge, denominations of transactions may take new forms (e.g., cyber-dollars, electronic bartering).*
- o Competition for the provision of assurance services relating to electronic financial transactions will increase.*
- o The potential for the elimination of the reporting cycle will increase as technologies enable information to become instantaneously available.*
- o AICPA members will expect the Institute to increase its application of new communications technologies.*
- o The AICPA and state CPA societies will be more technologically sophisticated in the development and delivery of services than some member segments can handle.*
- o Capital needs for technology (e.g., software, systems, etc.) will increase along with the pressures to maintain technological competence.*
- o Technology will exacerbate the problem of "the haves vs. the have-nots."*

Topic: Globalization Planning Assumptions

Current Planning Assumptions

- o Accountants in the U.S. and their counterparts in other countries will increasingly demand reciprocity.*
- o Globalization of capital markets and cross-border servicing will create a greater need to focus on compliance with international standards of accounting and auditing.*
- o The impact of globalization will extend to all CPAs in all geographic regions.*
- o There will be an increasing need for multi-cultural information and training and education.*
- o The U.S. will increasingly serve as a training ground for residents of other countries desiring business experience.*

New Planning Assumptions

- o U.S. accounting standards will be accepted world-wide.*
- o More and more firms will find it necessary to address international issues in order to retain clients.*
- o The Institute and state CPA societies will continue to identify global issues as important to, and for, the accounting profession.*
- o CPAs will steadily discover that their clients or employers are increasingly involved in the global marketplace. However, most members will continue to resist "getting up to speed" in regards to operating in this global economy.*

Topic: Complexities Planning Assumptions

New Planning Assumptions

- o The increasing complexities of financial instruments will challenge the adequacy of accounting and auditing standards.*
- o If passed, current proposals for a flat-tax would likely decrease the complexities in the federal tax system.*
- o Increasing complexities in business reporting will lead to more complex disclosures (e.g., derivatives, forward-looking information, etc.).*

Topic: Attest/Audit/Assurance Planning Assumptions

Current Planning Assumptions

- o A smaller number of firms will provide attest services.*
- o Competition in attest/assurance services — emanating from within as well as from outside the profession — will become more intense.*
- o The assurance function will continue to expand to cover a much wider range of information.*

New Planning Assumptions

- o The nature of auditing will fundamentally alter as more businesses apply new technologies to process information.*
- o Auditing research and development, including the development of the audit process, will continue to be performed more by large firms rather than by professional organizations and standard-setters.*
- o Auditors will audit for material fraud.*
- o CPAs will increasingly provide assurance on the strength of "controls" rather than the reasonableness of financial information.*

Topic: Practice Monitoring Assumptions

Current Planning Assumptions

- o Those who participate in the peer review program will continue to find it effective in maintaining and improving the quality of practice.*
- o The increasing involvement and intervention of state boards of accountancy in peer review will affect the administration of the AICPA-approved peer review program.*

New Planning Assumptions

- o Firms that do not wish to comply with peer review regulations will continue to drop their memberships in the Institute.*
- o The potential will grow for practice monitoring proposals which include non-attest service areas.*
- o Unless the peer review program comes to be seen as a value-added service to members and their clients, it will continue to be viewed as punitive.*

Topic: Human Resources Planning Assumptions

Current Planning Assumptions

- o The percentage of people in long-term career positions with the same employer will decline.*
- o To adequately prepare accountants for entry into the profession, the education process and curriculum will need to be "totally revamped."*
- o The pool of accounting graduates will decline due to limited opportunities within the profession and the application of the 150-hour requirement.*
- o The skills required of CPAs will be more diverse.*
- o Quality of life considerations will become more important in making commitments to professional organizations, with members and employees seeking more "lifestyle" time.*
- o The pool of accounting candidates will include more women and non-CPAs but minority underrepresentation will continue to be a threat to the profession's relevance to clients and society in general.*
- o A recognition that security comes from employability not employment will challenge employers to undertake greater efforts to continuously train employees and make them more valuable as a means of achieving "loyalty."*
- o Overall, more entry-level accountants will enter into the industry segment of the profession than into the public practice segment and this will affect membership because these accountants will likely not be CPAs.*
- o Higher turnover at accounting firms will make client relations continually more difficult and will increasingly cause clients to want to have more direct "partner" contact.*

Topic: Specialization Planning Assumptions

Current Planning Assumptions

- o Other professional organizations will increasingly provide specialty designations for aspects of accounting or accounting practice.*
- o Some CPAs will increasingly specialize and practice within narrow areas as will CPA firms depending on their size and the background, training, and inclinations of their personnel.*
- o There will be greater organization along industry lines as well as by groups (e.g., business valuations, litigation support, etc.) particularly within the larger accounting organizations.*

New Planning Assumptions

- o Greater specialization within the profession may ultimately delete the perceived value of the CPA designation.*
- o The practice of credentialing specialists will continue to divide the membership in terms of members' needs and requirements.*

Topic: Litigation Planning Assumptions

Current Planning Assumptions

- o Unless legislative relief is attained, concerns about exposure to unreasonable litigation will continue to be a major issue for the profession.*

New Planning Assumptions

- o Successful efforts to seek relief from unnecessary litigation may result in additional/different sanctions being placed upon the profession.*
- o Liability reform efforts will likely enhance the risk of greater government intervention in the standard-setting process.*
- o CPAs' clients and employers will face greater individual responsibility for the impact of their own and their organizations' actions; therefore, CPAs will be expected to help them meet this responsibility.*

Topic: Diversity Planning Assumptions

New Planning Assumptions

- o Underrepresentation of minorities within the profession will be a threat to CPAs' relevance to their clients and society in general.*
- o Participation in the profession by people who think and behave differently will provide innovative views on professional issues.*
- o Minorities will increasingly view the accounting profession as offering unattractive career opportunities. At the same time, market forces will create a demand by members for more minorities which is greater than the supply.*
- o Retention of talented women will continue to be a problem for the profession.*

Topic: Business Reporting
Planning Assumptions
(formerly entitled "Financial Statements")

Current Planning Assumptions

- o The value of historical-cost financial statements will continue to decline relative to the value of future-oriented financial and non-financial information and performance measures.*
- o The content of financial statements will increasingly need to be adapted for specialized industries.*
- o The economic impact of changes in financial reporting standards will continue to pressure standard-setting bodies.*
- o CPAs will continue to confront difficulty in their efforts to comply with professional standards.*
- o Compliance issues in GAAP financial statement preparation will bring even more pressure to bear on the establishment of dual financial statement standards (Big/Little GAAP).*
- o The on-demand need for financial information will increase in importance in relation to traditional periodic financial reporting.*

New Planning Assumptions

- o Electronic information networks will increase the complexity of the delivery of financial information.*
- o Users will increasingly desire a more comprehensive and relevant business reporting model rather than the traditional financial statement model.*
- o Demands for assurances on business reporting processes will increase.*
- o There will be a greater need for comparisons of actual financial results against forecasted or forward-looking information.*

Topic: Licensure and Certification Planning Assumptions

Current Planning Assumptions

- o The cost of getting and maintaining the CPA certificate and license will increase.*
- o Pressure for uniform licensing standards of CPAs among states and internationally, including national accreditation, will increase.*
- o Some segments of the profession will terminate their licenses as they increasingly provide services for which no license is required.*

New Planning Assumption

- o An increasing number of accounting graduates will seek credentials other than the CPA designation.*

Topic: Professional Performance and Conduct Planning Assumptions

Current Planning Assumptions

- o Greater pressures on integrity and objectivity will challenge the profession.*
- o Development of and compliance with standards of professional performance and conduct will continue to be a responsibility for the AICPA and state CPA societies.*
- o The profession's sanctioning process will continue to be criticized.*
- o Government observation of the profession will result in more effective criteria for evaluating acceptable performance.*

New Planning Assumption

- o Self-regulation will continue to be at once the profession's greatest strength but also its greatest weakness.*

Topic: AICPA and State CPA Societies

Current Planning Assumptions

- o The value of membership in the AICPA and state CPA societies will continue to be questioned.*
- o Organizational overlap between the AICPA and state CPA societies will continue.*
- o The AICPA will continue to have more stringent membership requirements than most state CPA societies.*
- o Keeping leadership and member constituencies adequately informed will continue to be a challenge.*
- o The AICPA and state CPA societies will experience increased competition from other membership organizations who will make available professional programs, products, and services traditionally provided by the AICPA and state CPA societies.*
- o Both the AICPA and state CPA societies will face increasing demands for fiscal responsibility.*
- o Highly qualified members will be less likely to lead or participate in the activities of the AICPA and/or state CPA societies.*

New Planning Assumptions

- o The AICPA and state CPA societies will continue to struggle with "being all things to all members" and will, therefore, need to modify and adapt operational structures and policies to meet the increasingly diverse interests of their membership constituencies and workforces.*
- o The AICPA and state CPA societies' memberships will continue to include members who do not expect specialized services or benefits.*
- o The AICPA's and state CPA societies' effective use of resources will drive service decisions.*
- o The AICPA and state CPA societies will continue to be member-led and staff-driven. However, because these organizations are staff-driven, staff will lead, defacto.*
- o Until the economic impact becomes severe, members will continue to feel comfortable with staff driving the AICPA and state CPA societies (due to the belief that having staff continue to do work is efficient and provides continuity).*

Topic: AICPA and State CPA Societies

New Planning Assumptions (Continued)

- o Generally, due to time constraints and disinterest, members will expect staff to do more. Yet as AICPA and state CPA society staffs become more and more responsible, they are likely to become more and more vulnerable to member disconnection and dissatisfaction.*
- o The AICPA and state CPA societies will seriously question providing a member service if it does not make a profit or, at least, break even.*
- o Membership in the AICPA and state CPA societies will provide access to selected services for a fee.*
- o The AICPA and state CPA societies will increasingly depend on non-dues income.*
- o The AICPA and state CPA societies will continue to debate whether services and activities should be provided as member services or should be run as businesses.*
- o CPAs will join and continue as members based on direct value for dues/fees paid rather than because "it is the right thing to do as a professional."*
- o What the AICPA and state CPA societies define as "core" services will be defined differently.*
- o Members in industry will continue to question what they receive for their dues and whether or not to renew membership.*
- o Members, more than ever, will need the AICPA and state CPA societies to anticipate, identify, and alert them of the existence and implications of emerging issues and trends. They will expect the organizations to assist them in taking advantage of any opportunities and lessening any threats which are likely to emerge.*
- o Although the AICPA's and state CPA societies' endorsements of products and services will increasingly be sought by vendors and suppliers as an efficient and cost-effective marketing approach, the AICPA and state CPA societies will continue to struggle with who and what to endorse.*
- o The AICPA and state CPA societies will increasingly define their business as communications.*
- o Members will expect greater cohesiveness among national and state organizations serving CPAs, particularly in terms of the delivery of member services.*

Topic: Legislative/Regulatory Planning Assumptions

Current Planning Assumptions

- o Challenges to the profession's disciplinary process will continue.*
- o Governments at both the state and federal levels will continue to influence the profession.*
- o Governments will be pressured to influence standard-setting.*
- o CPAs will continue to be pressured to be "watchdogs".*
- o Increased state legislative activity will increase the demand for additional - or more focused - state CPA society and AICPA resources and support.*

Topic: Image, Expectations, And Communications

Current Planning Assumptions

- o The gap between what the public expects and what the profession can deliver will continue.*
- o The public will expect the profession to contribute to society and younger CPAs, in general, will increasingly expect to make such contributions within their work.*

New Planning Assumptions

- o Accountancy will increasingly be viewed more as an industry than as a profession.*
- o Members' needs for more relevant and valuable information from the AICPA and state CPA societies will intensify.*
- o Members will expect more focused and targeted communications to meet their individual needs.*

New Planning Assumptions Under New Topics

Public Policy

- o *There will be more opportunities for accountants to demonstrate leadership on, and address the growing need for, cost/ benefit considerations in connection with social reform issues (e.g., health care reforms, environmental reforms and educational reforms). **
- o *There will be an increasing need for the AICPA and state societies to become more politically sophisticated, proactive and responsive as government scrutiny increases.*
- o *The AICPA and state CPA societies will continue to struggle with defining public policy positions (e.g., costs in dollars, time, members' dissenting opinions, staff support, etc.)*
- o *The public will increasingly expect the accounting profession to participate in public policy discourse.*
- o *The accounting profession will become more involved in the political process (e.g., candidate endorsements and political contributions).*

CPE

- o *CPAs will seek CPE at the lowest possible cost.*
- o *Firms will be less willing to offer CPE for staff; thus, leaving it up to the employee to keep up on CPE.*
- o *Continuing education will continue to be an economic concern for the AICPA and state CPA societies. **

Definition and Role of the CPA

- o *The role of the CPA will be increasingly more difficult to define.*
- o *As the definition of a CPA blurs, its will be harder to maintain statutory protection.*
- o *CPAs will be involved with other kinds of information beyond financial information.*
- o *CPA will need to make themselves more valuable.*

* *These planning assumptions are not new but rather revised, if necessary, so as to be placed under new topic headings.*

- o As traditional CPA services diminish, CPAs will struggle over what services to replace those that "diminish or disappear."*

Changing Values and Issues in the Workplace

- o Rewards will need to be more individualized in the future.*

DRAFT 5/10/95

DRAFT - AGENDA
Joint AICPA/State CPA Societies'
Strategic Planning Workshop
July 19-21, 1995
Swissotel Chicago - Chicago, IL

Wednesday - July 19, 1995

<u>Time</u>	<u>Location</u>	<u>Event</u>
5:00 pm - 9:00 pm	Alpine Ballroom	o Open House
	Foyer - Grand Ballroom	o AICPA Registration
5:00 pm - 6:00 pm	Villars Room	o Instructional Meeting for Breakout Discussion Leaders and Workshop Leaders (P.Chenok, J. Dunlop, F. Katusak)

Thursday - July 20, 1995

<u>Time</u>	<u>Location</u>	<u>Event</u>
7:00 am - 8:00 am	Grand Ballroom I-II	o Continental Breakfast
	Foyer - Grand Ballroom	o AICPA Registration
8:00 am - 8:15 am	Grand Ballroom I-II	o Welcome & Overview of - Welcome/Introduction (R. Israeloff) - Overview of Workshop (P. Chenok)
8:15 am - 9:30 am	Grand Ballroom I-II	o AICPA Strategic Planning Program - Overview (P. Chenok) - Update on Progress (F. Katusak)

Thursday - July 20, 1995

<u>Time</u>	<u>Location</u>	<u>Event</u>
9:30 am - 10:30 am	Grand Ballroom I-II	<ul style="list-style-type: none"> o Visioning Exercise (J. Dunlop) <ul style="list-style-type: none"> - Concept & Description of Visioning Process - Visioning Exercise for State Societies (Results Available in Resource Room)
10:30 am - 10:45 am		o BREAK
10:45 am - 12 Noon	Grand Ballroom I-II	<ul style="list-style-type: none"> o Focus on Implementation <ul style="list-style-type: none"> - Keeping the Planning Report off the Shelf: A Panel of State CPA Society Executive Directors <ul style="list-style-type: none"> - Strategic Planning at State CPA Organizations - Tips on How To Re-energize Strategic Efforts
12 Noon - 1:00 pm	Grand Ballroom III	o LUNCHEON
1:00 pm - 2:00 pm	Grand Ballroom I-II	<ul style="list-style-type: none"> o Update and Input on Collaborative Planning <ul style="list-style-type: none"> - Update on Recommendations Currently Being Pursued (F. Katusak/P. Chenok) - Exercise with Worksheet for Prioritization of Collaborative Recommendations (B. Harper - Results Will Be Available in Resource Room)
2:00 pm - 2:15 pm	Grand Ballroom I-II	o Charge to Breakouts for Discussions on the Development of Strategies for the Future (F. Katusak)

Thursday - July 20, 1995

<u>Time</u>	<u>Location</u>	<u>Event</u>
2:15 pm - 2:30 pm		o BREAK
2:30 pm - 5:00 pm	#1 Neuchatel Suite #2 Davos Suite #3 Frobours Suite #4 Verbier Suite #5 Engelberg Suite #6 Vevey Suite	o Development of Strategies for the Future: Concurrent Breakout Sessions for Development of Strategic Recommendations in Strategic Priority Areas
5:00 pm - 6:30 pm	Interlaken Suite	o Strategic Planning Resource Room: One-On-One Consultations - Consultants - AICPA Staff - State Society Representatives
6:30 pm - 7:00 pm	Grand Ball Room III	o Reception
7:00 pm - 9:00 pm	Grand Ball Room III	o Dinner

Friday - July 21, 1995

<u>Time</u>	<u>Location</u>	<u>Event</u>
7:00 am - 8:00 am	Grand Ballroom III	o Continental Breakfast
8:00 am - 12 Noon	#1 Neuchatel Suite #2 Davos Suite #3 Frobours Suite #4 Verbier Suite #5 Engelberg Suite #6 Vevey Suite	o Continuation of Breakout Group Discussions on the Development of Strategies for the Future
12 Noon - 1:00 pm	Grand Ballroom III	o LUNCHEON

Friday - July 21, 1995

<u>Time</u>	<u>Location</u>	<u>Event</u>
1:00 pm - 2:30 pm	Grand Ballroom I-II	o Brief Reports on Breakout Deliberations and Discussions (P. Chenok & Breakout Discussion Leaders)
2:30 pm - 2:45 pm		o BREAK
2:45 pm - 4:45 pm	Grand Ballroom I-II	o Continuation of Reports Breakout Deliberations and Discussions
4:45 pm - 5:00 pm	Grand Ballroom I-II	o "Next Steps" (P. Chenok/F. Katusak)



***REPORT FROM THE WORKING GROUP
ON COLLABORATIVE PLANNING***

(To be distributed onsite)

***THE TELEPHONE/IN-PERSON INTERVIEW PROCESS
TO BE UTILIZED TO OBTAIN THE VIEWS
OF LEADERS OF THE PROFESSION
WILL BE BRIEFLY DISCUSSED ON-SITE***

**American Institute of Certified Public Accountants
Strategic Planning Committee**

Interview Guide

Interviewer _____

Date of Interview _____

Name of Interviewee _____

Please check below the interviewee's primary area of employment.

- Public accounting--sole practitioner
- Public accounting--partner/shareholder
- Public accounting--other
- Industry
- Education
- Federal government

- State government
- Unemployed
- State CPA Society: _____
(specify)

AICPA: _____
(specify)

Other: _____
(specify)

If interviewee is employed in public accounting, indicate below which of the following best describes his/her firm?

- Local firm
- Regional firm

- National firm
- Multinational/International firm

1. *Please tell me briefly about your history with AICPA -- how long you've been involved and in what ways.*

2. *In your view, what are the two or three most important and valuable things AICPA does?*

3. Which AICPA activities or programs do you value the least? Why?

4. The Planning Committee has identified a number of possible strategic initiatives for the Institute. Initiatives are major, high priority areas of activity of the Institute over the next several years in response to key long term issues and trends and member expectations. Would you please indicate how important you think each is by assigning them a rank from 1 (not important) to 10 (very important). Please comment on each, if you desire:

Not<.....>Very
important important

- | | | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|---|----|
| <p>a. Encourage and support the recruitment of talented people into the profession with particular emphasis on increasing the ethnic and cultural diversity in the membership.</p> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|--|---|---|---|---|---|---|---|---|---|----|

A host of developments have emerged to intensify the need for the Institute to enhance its support of efforts to recruit talented individuals into the profession. These include: the growing competition for talented people from sources outside of the accounting profession; the growing importance of "life-style" considerations to entrants into the profession, the growing need for diversity in the skills required of CPAs as a group; and the extent of ethnic and cultural diversity within the profession.

- | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|----|
| <p>b. Make business reporting more relevant, understandable, and beneficial to users.</p> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|---|---|---|---|----|

Divergent pressures have caused financial reporting to lose some of its significance. To address this concern, the Institute appointed a Special Committee on Financial Reporting (the Jenkins Committee). That committee has recommended an expanded business reporting model that includes the reporting of nonfinancial as well as financial information.

*Not<..... >Very
important important*

- c. Strengthen collaborative relationships with state CPA societies to improve the delivery of services to members and to support advocacy efforts at the federal and state level. 1 2 3 4 5 6 7 8 9 10

The need for reducing or eliminating duplicative Institute/state CPA societies' services and products, the increasing importance of federal and state government legislative and regulatory activities, rule-makers and standard-setters, and other factors are converging to create a greater need for the Institute and the state CPA societies to strengthen their relationships.

- d. Assist members in expanding assurance services to apply to new types of information in a way that increases the value of these services. 1 2 3 4 5 6 7 8 9 10

Users' needs for financial and nonfinancial information are expanding. As those information needs expand, services provided by CPAs should also expand. A Special Committee has been appointed to consider the type of assurances that CPAs might provide beyond audit or attest services.

- e. Develop and implement a Continuous Process Improvement program for the AICPA aimed at increasing efforts to better understand member needs, and target services to meet those needs. 1 2 3 4 5 6 7 8 9 10

There is growing pressure for improved quality throughout our society. Moreover, the Institute's membership is continually evolving as the membership segments (e.g., public practice, industry, education, and government) undergo various changes. These changes underscore the importance of enhancing efforts to identify and monitor members' changing needs and target services and products to meet the needs of each membership segment in a timely and cost-efficient manner.

- | | | | | | | | | | | | |
|----|---|------------------------------|---|---|---|---|---|---|---|------------------|----|
| | | <i>Not<..... >Very</i> | | | | | | | | | |
| | | <i>important</i> | | | | | | | | <i>important</i> | |
| f. | Actively seek to improve the quality, appropriateness, and value of accounting education and promote the availability of quality accounting programs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

The Institute must assure that the pre-certification education for CPAs is of the highest possible quality. The Institute can be a driving force in encouraging universities and others to offer accounting programs designed to prepare new CPAs through up-to-date curricula and emphasis on high-quality teaching.

- | | | | | | | | | | | | |
|----|---|---|---|---|---|---|---|---|---|---|----|
| g. | By the year 2000, increase the membership in AICPA to include 85% to 90% of eligible CPAs, and actively involve other non-CPA business professionals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----|---|---|---|---|---|---|---|---|---|---|----|

To ensure the Institute's role as the preeminent professional society, actions should be undertaken to attract into the membership eligible CPAs and to involve other non-CPA business professionals (e.g., financial advisors, risk managers, consultants, etc.) in the Institute's activities.

- | | | | | | | | | | | | |
|----|--|---|---|---|---|---|---|---|---|---|----|
| h. | Enhance communications about the unique competencies, responsibilities and professionalism of AICPA members. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----|--|---|---|---|---|---|---|---|---|---|----|

The public and business community should be made aware of the professionalism and competencies of CPAs and acquire a better understanding of the changing nature of CPAs' services and the expanding qualifications of CPAs.

Not<.....>Very
important important

- i. Increase support for research aimed at helping members provide higher value-added services, advancing the accounting profession, and supporting governmental affairs.

1 2 3 4 5 6 7 8 9 10

There is a need for research to help members keep pace with change. That will help CPAs take advantage of opportunities that add value to their services, advance the accounting profession, and support governmental affairs.

- j. Develop and implement a comprehensive strategic technology plan for the AICPA and its members.

1 2 3 4 5 6 7 8 9 10

Given the technological developments within our increasingly information-based society, CPAs will become more involved with technology. To remain competitive in such an environment and ensure the profession's continued relevance, there is a need for the development and implementation of a comprehensive strategic technology plan for the Institute and its members

5. *Are there other important strategic initiatives not mentioned above that you believe AICPA should pursue over the next several years? What are they and why pursue each one?*

6. *What comments or input would you like to pass on to the Strategic Planning Committee as it pursues its important challenge in laying out the future directions for the Institute?*

Thank you for taking the time to participate in this interview.

(This page need not be sent to the interviewee in advance of the interview)

Interviewer's comments:

*Revised
5/8/95*

Next Steps in AICPA Strategic Planning Process

June 1995

- *Revise documents resulting from May 21 meeting and circulate for committee sign-off.*
- *Complete interviews with key individuals in the profession in order to obtain their views and concerns about the future and to validate current strategic initiatives.*

By The First Week of July 1995

(To prepare for the July workshop), the Committee is to receive:

- *the results of the 1995 survey of members concerning their views on strategic initiatives {so as to validate existing initiatives and, if necessary, explain reasons for deleting existing and/or adding new strategic initiatives}.*
- *the results of interviews with key individuals in the profession in order to obtain their views and concerns about the future and to validate current strategic initiatives.*
- *The committee will be asked, if necessary, to revise strategic initiatives for use at the July workshop.*

July 20-21, 1995 Workshop (Strategic Planning Committee and Interested State CPA Societies)

- *In a workshop format with interested state societies:*
 - *Conduct breakout discussions to develop strategies/recommendations to achieve each of the strategic initiatives. Strategies/recommendations will include: recommendations for the Institute to pursue on its own; recommendations for the Institute and state CPA societies to collaboratively pursue; and recommendations for state CPA societies to pursue.*

- *Provide an update on collaborative planning efforts.*
- *[Using an outside consultant] Develop tools for state organizations to create a vision of the future.*
- *[A panel of State Society Executive Directors to] Provide their experiences and recommendations on how to keep the planning report off the shelf -- tips for starting or enhancing state CPA societies' planning efforts.*
- *Major speakers.*
- *Highlights of the AICPA Strategic Planning Program.*
- *[In a resource room] Provide hands-on opportunities to enhance or develop strategic planning efforts.*
- *Review the next steps in the planning process.*

Between July 1995 Workshop and September 1995 Meeting

- *Develop and distribute a document on the results of the Workshop for state societies and other appropriate audiences.*
- *Monitor and update Board and Council on implementation efforts.*
- *Develop a draft of the Report of the 1994-95 Strategic Planning Committee.*

September 29, 1995 Meeting (Strategic Planning Committee)

- *[Using the draft of the Report of the 1994-95 Strategic Planning Committee] Obtain Committee consensus and sign-off for each component (e.g., mission, objectives, etc.) of the strategic plan.*
- *Determine for each strategy/recommendation:*
 - *who is responsible for implementing each*
 - *what are costs estimates for each*
 - *what, if any revenues, each may generate*
 - *the timing/sequencing of implementation efforts (i.e., when to initiate each strategy).*
- *Reach consensus with the Committee Operations Committee on "implementation" assignments.*

- *Critique Planning Process.*

After September 1995 Meeting

- *Obtain the Board of Directors' approval of the Report of the 1994-95 Strategic Planning Committee (September)*
- *Present the Report of the 1994-95 Strategic Planning Committee to Council at Fall meeting.*
- *Assign strategies/recommendations to various Institute staff and committees.*
- *Effect Distribution of the Report of the 1994-95 Strategic Planning Committee to various audiences.*

