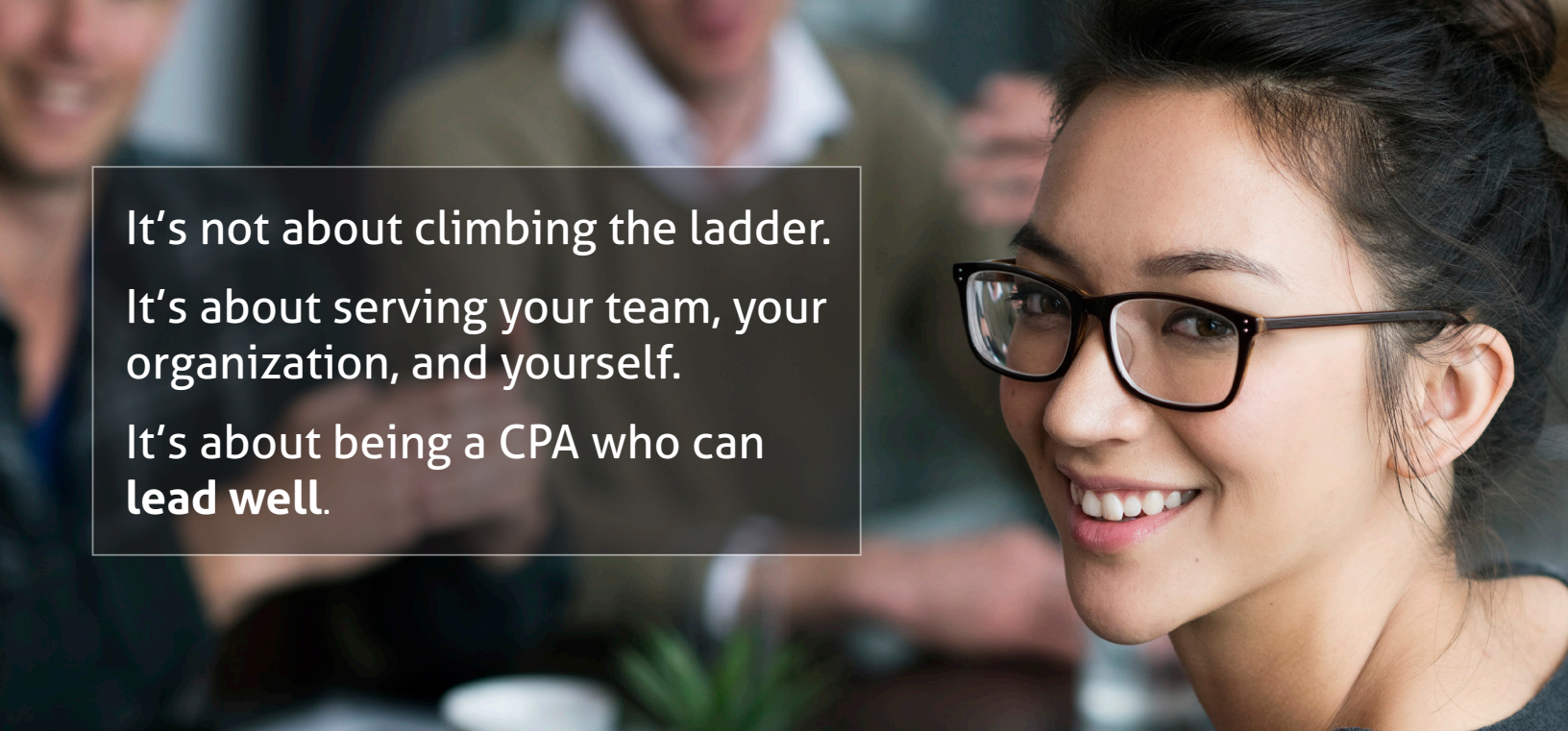


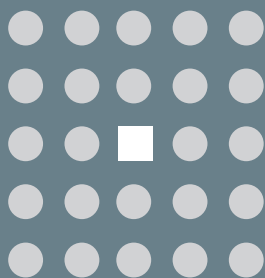
Bring SPF. Take CPE.

JULY 6, 7, & 8

Ocean City, MD | Clarion Resort Fontainebleau Hotel



It's not about climbing the ladder.
It's about serving your team, your
organization, and yourself.
It's about being a CPA who can
lead well.



LEADERSHIP ACADEMY

Fostering CPAs' leadership and strategic
skills to move careers forward, faster.

AUGUST 24-26 2016

In the fast-approaching future, successful CPAs must be leaders. Leadership Academy is the starting point for unlocking the full potential in the profession's best and brightest young CPAs. This three-day event is cited by past participants as a transformative boost to their careers.

Event ID: 371001 • Towson • Sheraton Baltimore North
UP TO 20 CPE CREDITS

BLIonline.org/LeadershipAcademy



SAVE THE DATE: DECEMBER 15, 2016
Johns Hopkins Applied Physics Lab

CPA SUMMIT

INNOVATION | TECHNOLOGY | LEADERSHIP

Future-ready CPAs growing to meet the
opportunities of tomorrow.

TRACKS

- **TECHNOLOGY SKILLS**
Learning practical tools and techniques
- **TECHNOLOGY STRATEGY**
Planning the future of your infrastructure
- **FUTURE-READY CPAs**
Leading and preparing for change in your organization

INNOVATION PARTNERS





Professional Issues Update

A Custom Designed BLI Public Seminar

Presented by Tom Hood, CPA
Business Learning Institute Provider

July 8th, 2016 – Clarion Resort Fontainebleau Hotel



888-481-3500
<http://www.bizlearning.net>



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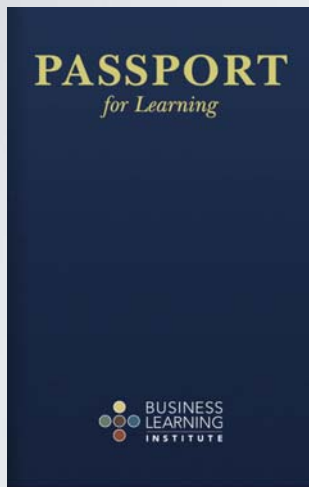
Avalara

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Your Learning Journey

The image shows the inside of the booklet. The left page has a light blue background with a faint world map. It contains a form with the following fields: "Name", "Course", "Hashtag", and "Date". The right page has a similar background and contains a blue icon of a crossed wrench and screwdriver. Below the icon is a text box that reads: "Your Passport for Learning booklet is a tool that helps you focus your efforts when you leave today's experience. The things you learn today only matter when you implement them. Take your insights with you and make a difference starting tomorrow." There is a red circular stamp in the bottom right corner of the right page.

MACPAPIU.CNF.IO

Select your session
and join the
conversation:

Spring Town Hall PIU

Respond to Poll →

Ask a Question →
Vote for a question →





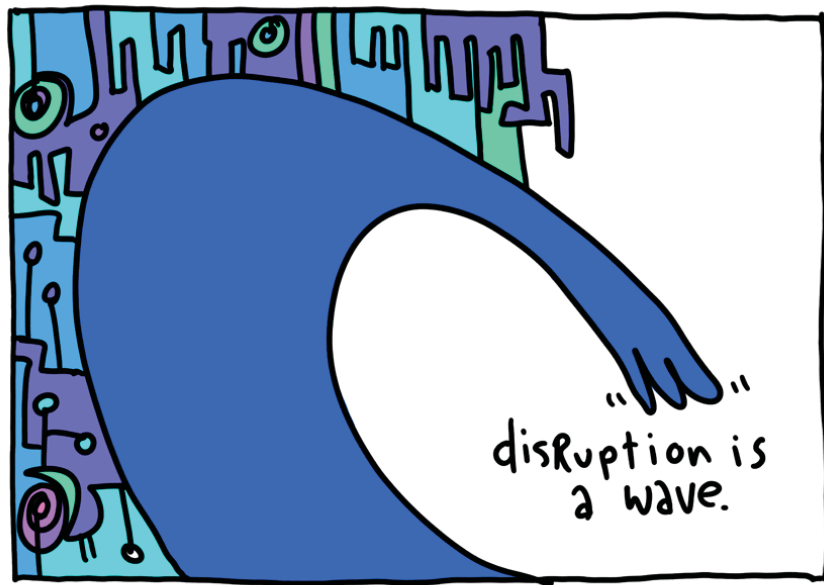
slideshare

Download today's slides at ...
www.SlideShare.net/thoodcpa



LookoutPost

Big Waves of Change Oceans of Opportunity



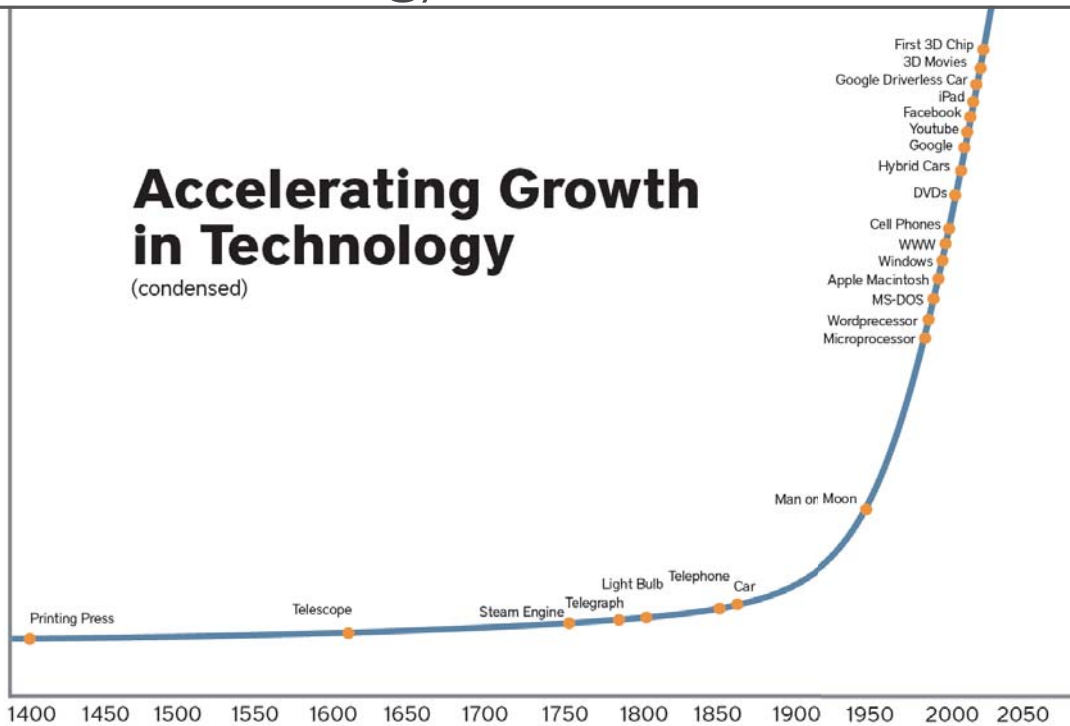
@gapingvoid



VOLATILITY
UNCERTAINTY
COMPLEXITY
AMBIGUITY

Borrowed from the US Army War College, VUCA was coined by The Institute for the Future to describe the rapidly changing and complex business environment since the Great Recession of 2008.

Technology is #1 Hard Trend



Source: Miovision July 17, 2013 "The Internet of Things and Transportation"



A 3-D printed carbon fiber house and SUV that share energy and will disrupt these industries:

1. the construction and building industry, including suppliers, supply chain, and unskilled labor;
2. the automotive and transportation industry, including components makers and the classic assembly line; and,
3. the electric-utilities industry.

Race Against the Machines?

Tax Preparers have a

98.7%

chance of being automated.

Accountants and Auditors have a

93.5%

chance of being automated.



Source: Frey & Osborne – The Future of Employment – Oxford University

92% of CPAs are NOT Future Ready



Source: CPA.COM Insight into the CPA of the Future Study 2014



Future Ready is the capacity to be aware, predictive, and adaptive of emerging trends, innovations and changes in business, population, and the social environment.

THE WALL STREET JOURNAL

Home World U.S. Politics Economy **Business** Tech Markets Opinion Arts Life Real Estate

BUSINESS | CFO JOURNAL

Auditing Firms Count on Technology for Backup

Big four pour money into cutting-edge tools to take over rote tasks, identify suspicious patterns; KPMG strikes deal with IBM



ILLUSTRATION: HEATH HINEGARDNER

By **MICHAEL RAPOPORT**

March 7, 2016 7:53 p.m. ET



Oceans of Opportunity

“You can’t stop the waves, but
you can learn how to surf.”
— Jon Kabat Zinn

Demand for Accounting is Strong

38%

of employers
internationally report
talent shortages in
2015

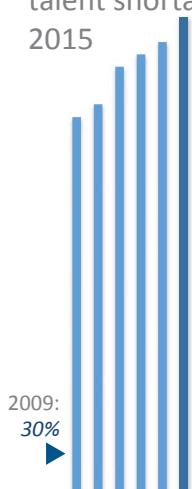


Accounting and finance
staff

#1 in demand

#8 in talent shortage

Employment of accountants and auditors
is projected to grow 11 percent from
2014 to 2024, faster than the average for
all occupations – US Dept of Labor 2015





And Career is Attractive

10 BEST JOBS IN AMERICA

- 2 of Top 10 Best Jobs (US News & World Report)
- Top 20 Happiest Professions (Huff Post)
- Top 10 in Demand Jobs/Hardest Jobs to Fill – (Manpower Group)

Demand for Accounting is Strong

1

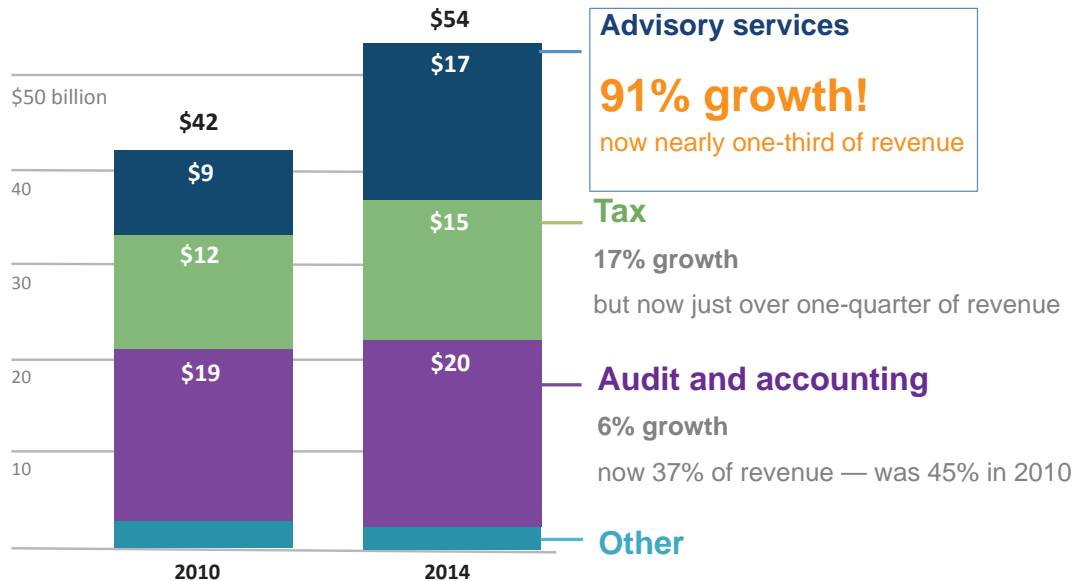
**Most Profitable
industry
according to
Sageworks**

1

**In small/mid-size
business growth
rates averaging
12% in 2016**

Accounting firms continuing diversification

Revenue split at top 100 accounting firms



Six Steps to Ride the Waves



1. Embrace Digital.
2. Anticipate.
3. Collaborate.
4. Learning as the next competitive advantage.
5. Protect the Core (Purpose & Values).
6. Make time for the future.

Anticipate!



Breaking News from FASB & COSO

FASB Issues Final Rule on Credit Losses

- Requires credit losses to be recorded sooner
- Using “current expected credit losses” CECL
- Beginning as soon as December, 2019

COSO Opens ERM Comment Period

- Proposed changes to 2005 Enterprise Risk Management framework
- 5 broad components, 23 principles
- Deadline, September 30, 2017

Revenue Recognition

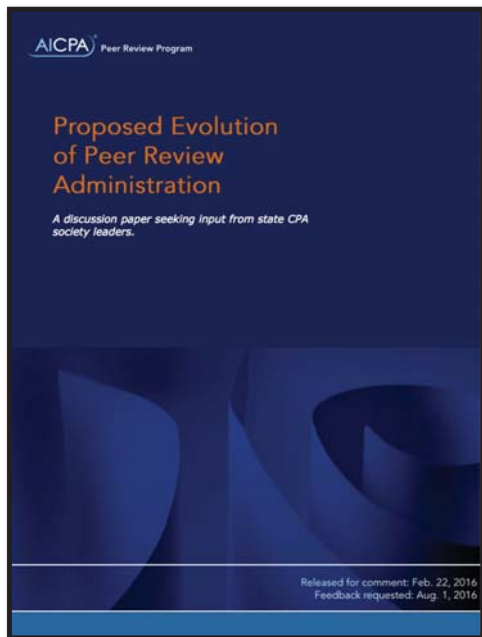
Lease Standards



DOL Overtime Rule



Peer Review & Audit Quality



DOL OT Rule Video



2016 Maryland General Assembly

2,832 Bills – 26% increase from prior yr.

Business-related Bills - 373 116% increase

CPA Bills 37 - 50% increase

Tort Liability Bills 14 – 20% increase



Legislative / Regulatory / Standards

A group of people, including men and women in business attire, are standing behind a long wooden table in a legislative setting. An American flag is visible on the left. In the foreground, a calendar shows 'MAY 12 '15' and 'MAY 15 '15'. A sign on the table reads 'HB 164'.

- State Board
 - Positioning for Firm Mobility
 - CPE tracking and audits
 - Peer Review
- State
 - Offense
 - Firm Mobility
 - Supersedeas (Appeal Bond) Caps
 - Peer Review – Subpoena Power
 - State Filing Dates (match Federal)
 - Defense
 - Oppose Mandatory Paid Leave
 - Stop Comparative Fault – Liability
 - Stop Sales Taxes on Services
 - Stop Anti- Non-disclosure/Non-Compete Bills



CPA Day in Annapolis January 26, 2017

HOUSE BILL 171

D3

By: Delegate Dumais
Introduced and read first time: January 21, 2016
Assigned to: Judiciary
Committee Report: Favorable
House action: Adopted
Read second time: February 23, 2016

CHAPTER

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AMOUNT OF THE JUDGMENT APP



SENATE BILL 231

D3

6tr2004
CF HB 171

By: Senator Feldman
Introduced and read first time: January 22, 2016
Assigned to: Judicial Proceedings

A BILL ENTITLED

1 AN ACT concerning

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Fiscal Summary

State Effect: The bill's requirements can be handled with existing State resources.

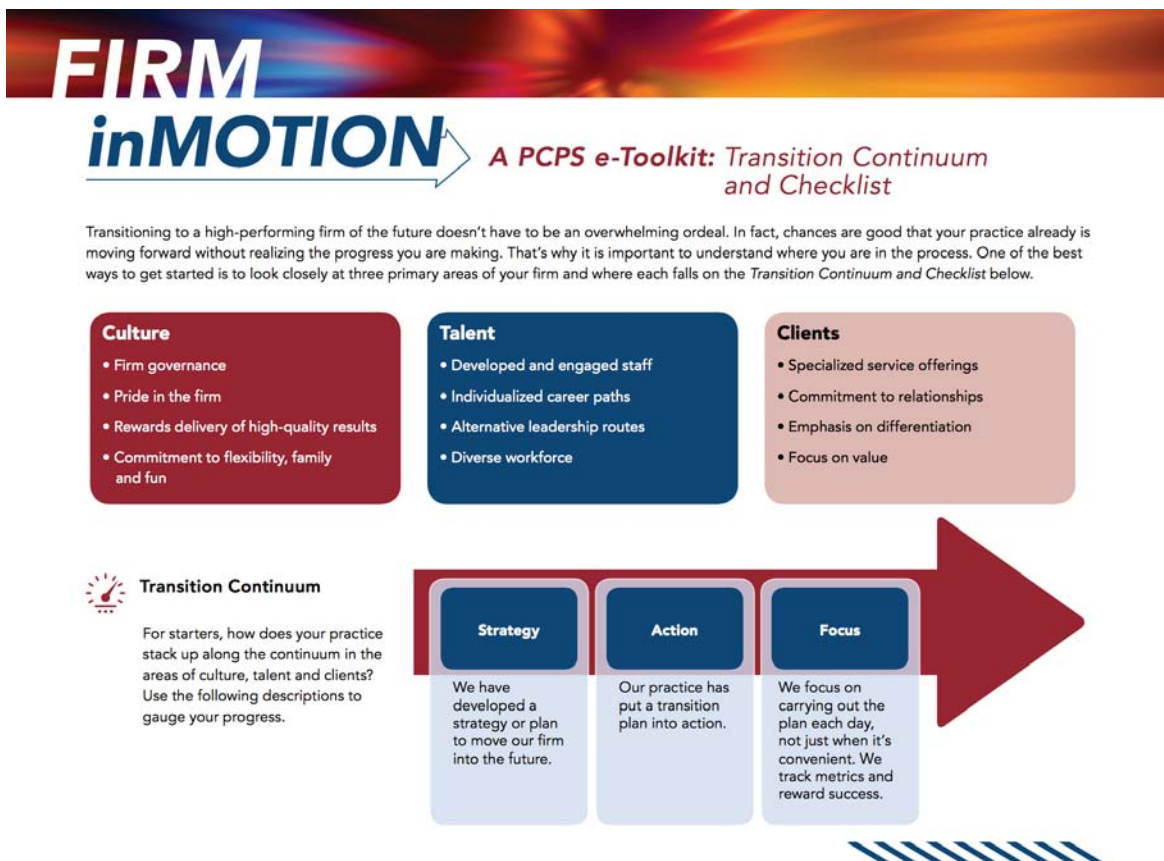
Local Effect: None.

Small Business Effect: Potential meaningful effect on small businesses that are able to post lower supersedeas bonds as a result of the bill.

“Maryland is the best state in the nation to have your CPA license”

– Maryland Senator Brian Feldman, CPA

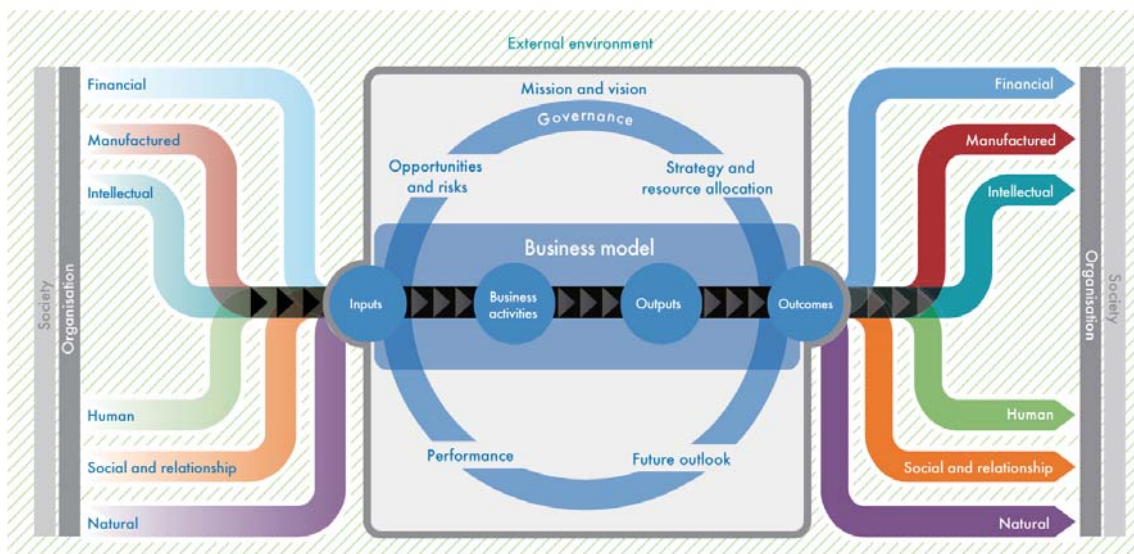
Lowest CPA License Fees, Most flexible CPE Environment, and best environment for CPA firms to practice in (liability, and practice flexibility)



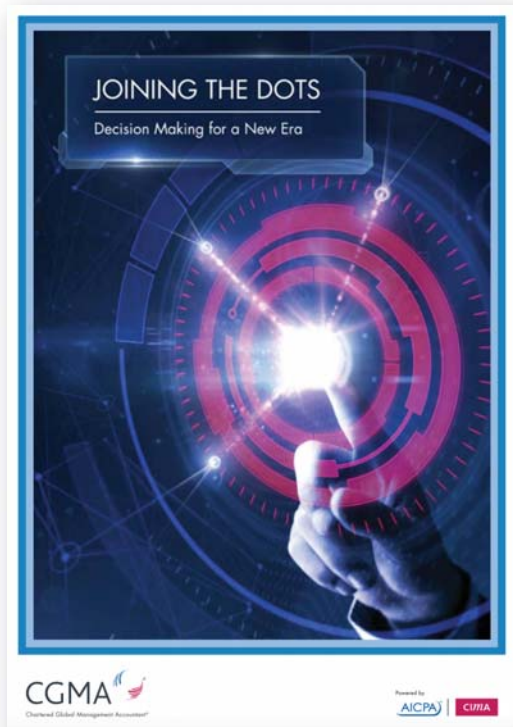


“The real way it was in finance—in the world I grew up in—is we spent all our time looking backwards... [Modern Finance and Accounting] is now it's about looking to the future.” – Safra Catz, CEO of Oracle (formerly CFO)

Integrated Reporting – Integrated Thinking



Understanding, accounting and managing the ‘capital assets’



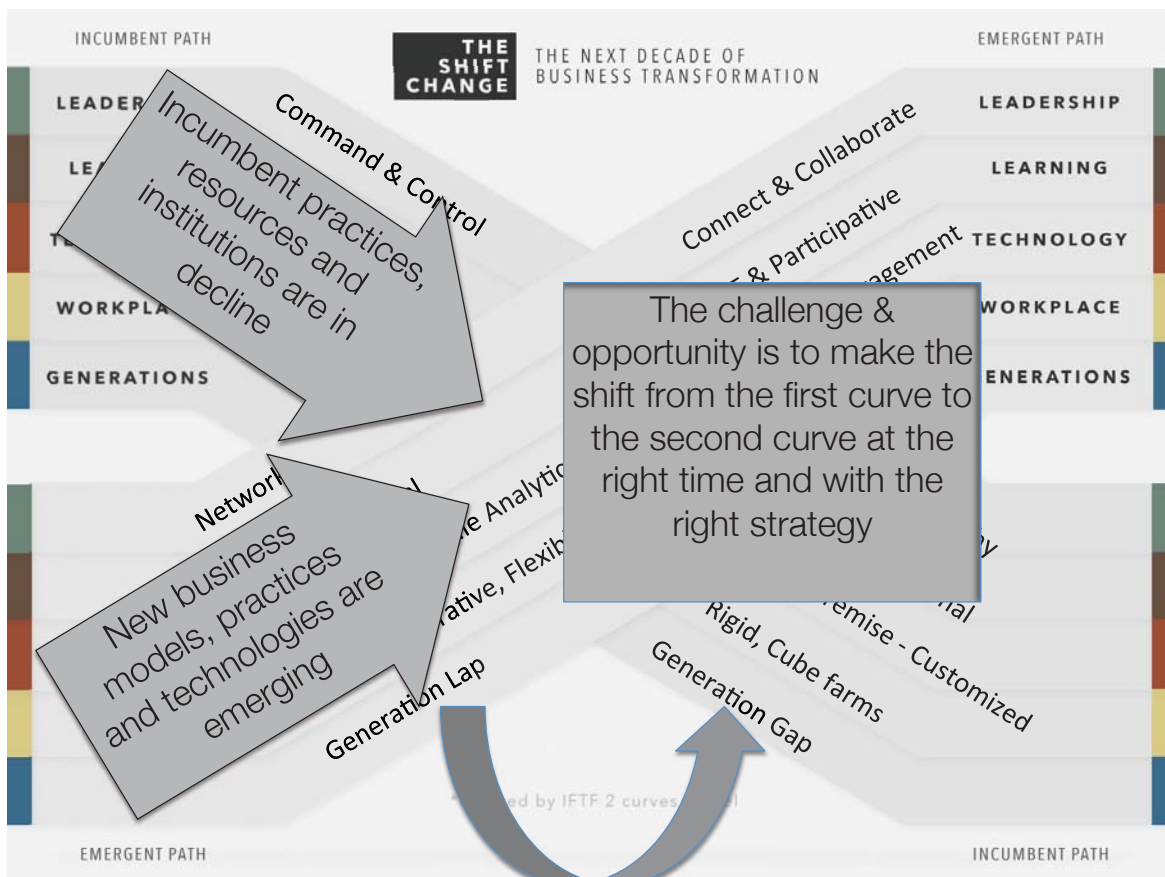
CFO → COO → CEO



There is a growing trend in CFOs moving to new roles as COOs and even CEOs as they lead business transformation.

- 
1. Leadership
 2. Learning
 3. Technology
 4. Generations
 5. Workplace

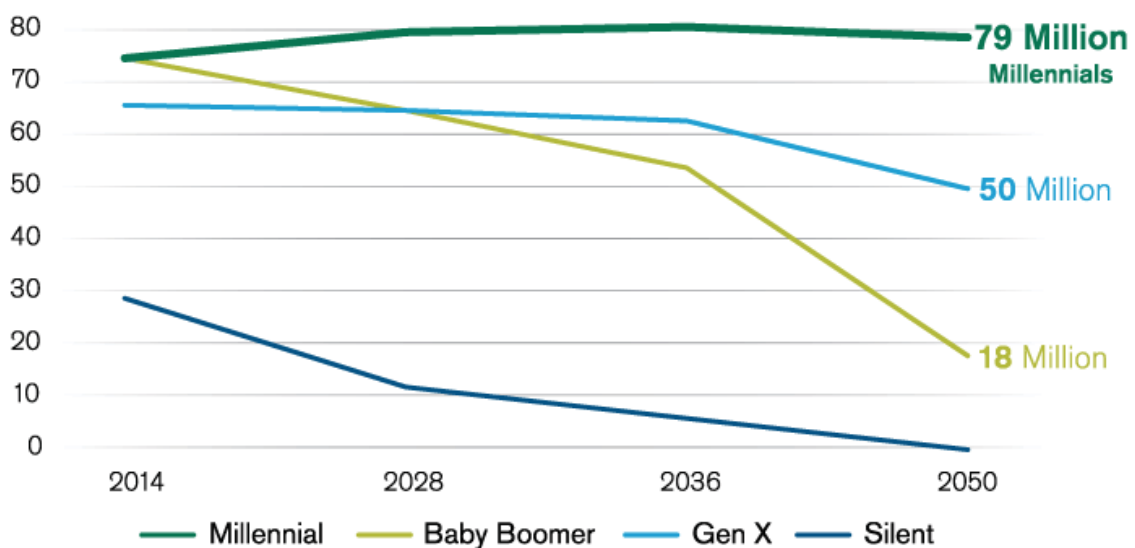
The Shift Change



New rules: Go to war for talent



Population Projections by U.S. Generation



Source: Pew Research Center. Tabulation of U.S. Census Bureau population projections released December 2014. Millennial (Born 1981 to 1997, ages 18 to 34); baby boomer (1946 to 1964, 51 to 69); Generation X (1965 to 1980, 35 to 50); and Silent (1928 to 1945, 70 to 87).

The New Big Six

The Change in Leadership

Past

My Paycheck
My Satisfaction
My Boss
My Annual Review
My Weaknesses
My Job



Future

My Purpose
My Development
My Coach
My Ongoing Conversations
My Strengths
My Life

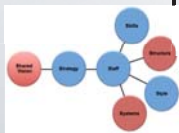
Source: Gallup



The BLI Magnetic Firm Framework

Creating the Magnetic Firm

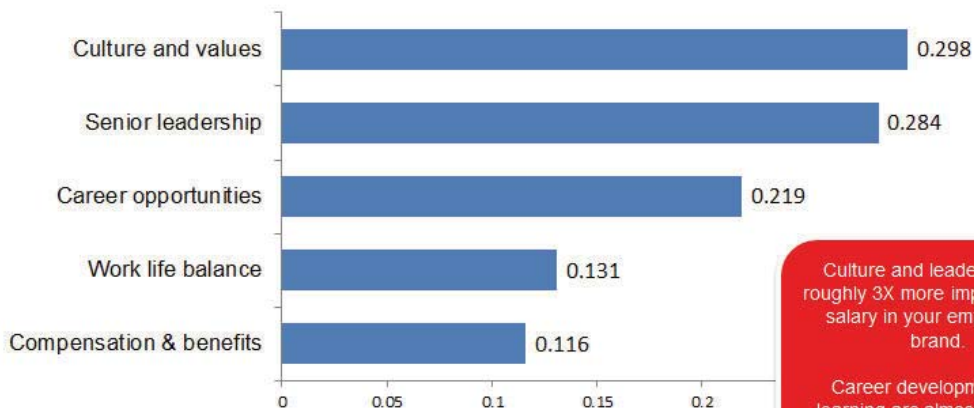
Purpose Driven	Great Leadership	Culture Of Growth	Inspiring Workplace
Vision, Purpose and Values based	Transparent and Inspirational Leadership	Learning Culture - Self and Formal Development	Flexible and Open Work Environment
Focus on Strengths and Positivity	Build Consensus and Commitment	Career & Growth Orientation – Career Paths	Work/Life Balance
Inclusive and Diverse	Leadership Development at all levels	Customer focused	Coaching and Feedback
High Performance – Insight to Action	Anticipatory and Proactive	Collaborative and Team based	Effective Technology Tools - mobile



Culture, Value, Leadership, and Career (The Big Four)

Glassdoor Data Proves the Case

Correlation of Employment Factors to Glassdoor Recommendations as Place to Work

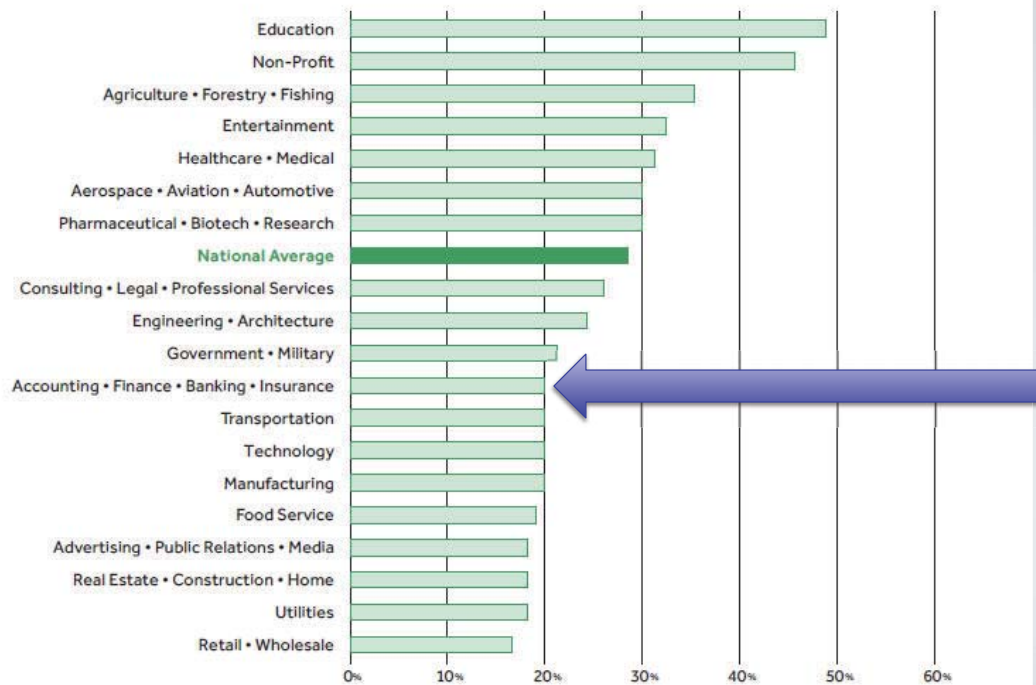


Culture and leadership are roughly 3X more important than salary in your employment brand.

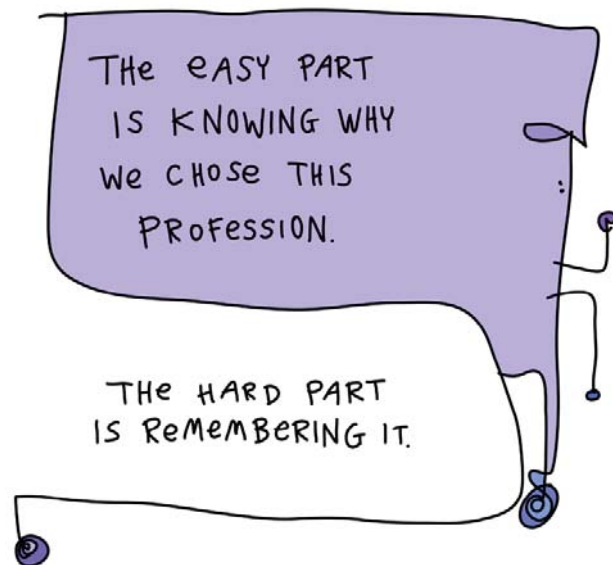
Career development and learning are almost 2X more important than environment.

Purpose Orientation by Industry

■ % Purpose-Oriented Workers



What's your purpose?



@gapingvoid

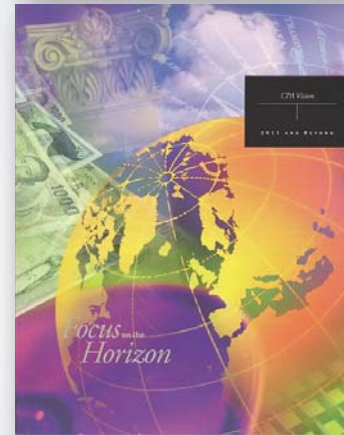
CPA HORIZONS 2025

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

CPAs are trusted advisors who help people and organizations shape their future. Combining insight with integrity...

Core values:

- Integrity
- Competence
- Lifelong learning
- Objectivity
- Commitment to excellence



Our MACPA – BLI Purpose

Core Purpose:

Leading our profession, Maryland first, in transforming the world and making a positive impact!

Core Values:

- Collaboration - Internally within and across teams, and externally with clients and members.
- Integrity - Do the right thing!
- L>C - Continuous learning that allows us to learn new skills, think strategically, and innovate.
- Excellence - A commitment to delivering results-oriented WOW service.
- Passion - Love what you do and you will want to do it. It is the fuel that inspires us to do our best.
- Wellness - A commitment to promoting the physical, emotional, and social well-being of every MACPA team member.



Case Study



MACPA/BLI would make the “shift” and create an open collaborative environment to increase collaboration, learning, and our ability to move faster.



OUR BOLD STEPS....

- Mobile IT infrastructure (cloud)
- Collaborative office space
- Innovation in e-learning

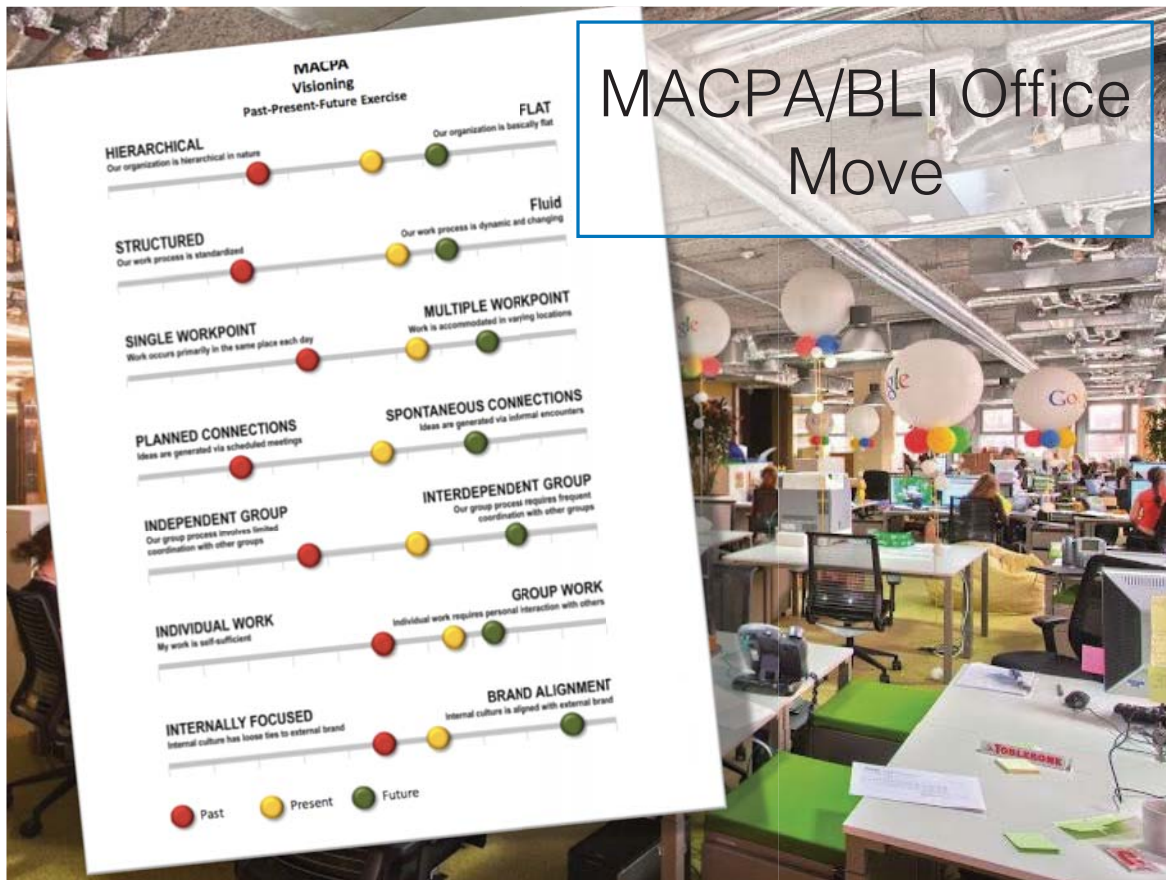
Curriculum to Adapt to Changes
Frictionless Experience for Members

Photo by Gwenaél Piasser - Creative Commons Attribution-NonCommercial-ShareAlike License <http://www.flickr.com/photos/22841923@N02> Created with H

MACPA's Digital Transformation (Cloud/Mobile) Strategy

1. Digitization & workflow –shifting resources and systems to growth areas
2. Virtualization – Moving IT infrastructure to cloud
3. Transformation to cloud – Increase use of existing systems of engagement (collaboration and communication tools)
4. Transformation to cloud – New cloud based systems – accounting
5. Transformation to cloud – Move AMS and MACPA website

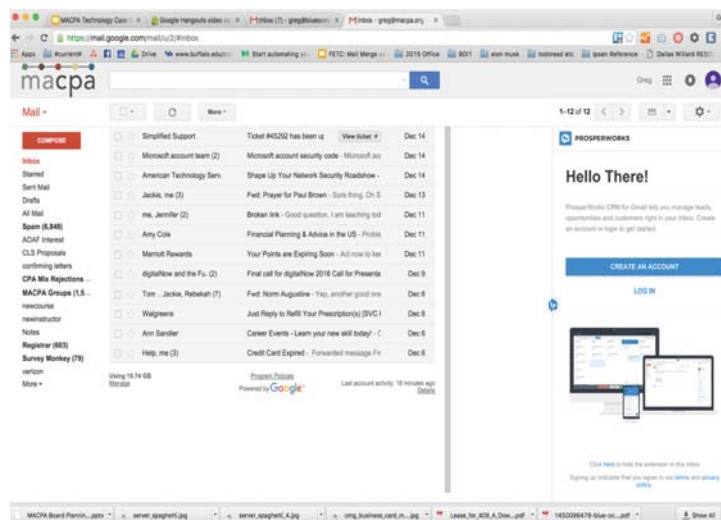




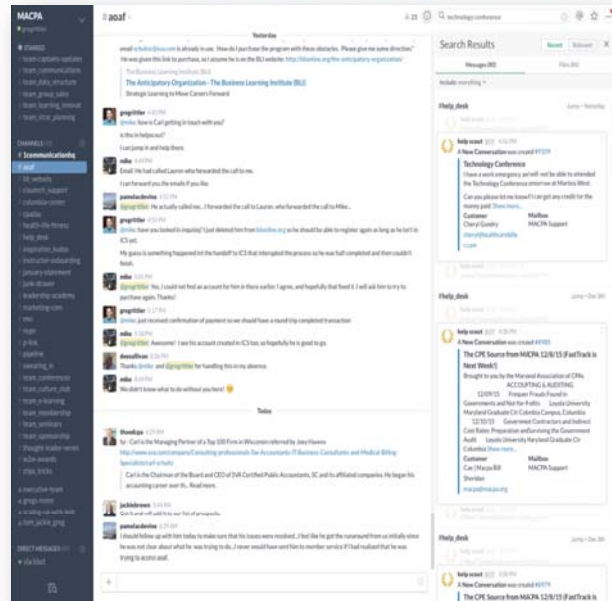
MACPA/BLI Office Move



Google for Work



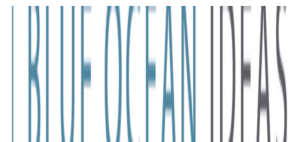
IDEAS



IDEAS



app ecosystem



mobile first

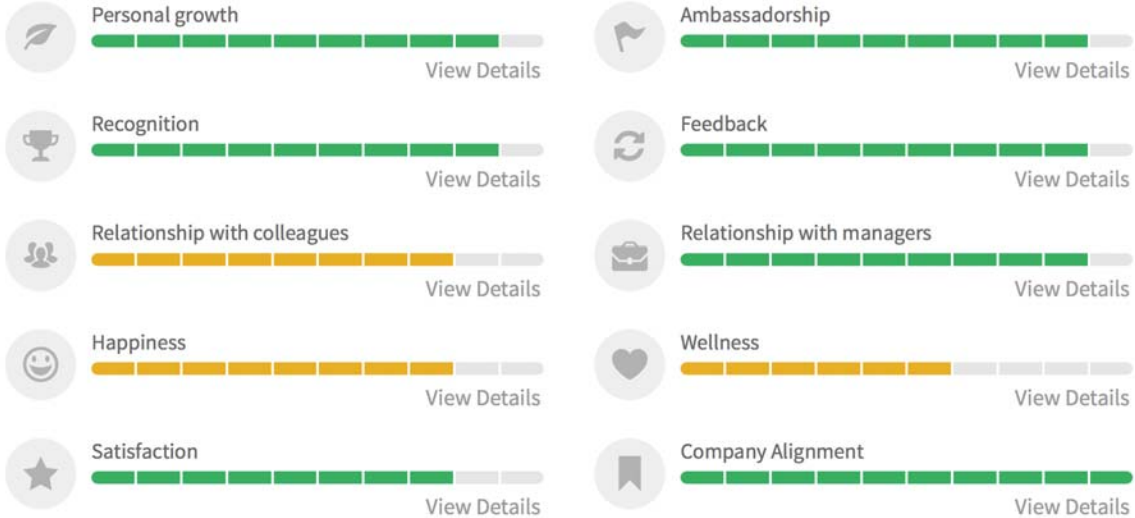


collaborative

all cloud



10 Key Metrics Of Employee Engagement



To help you, we MUST change too!

NEW MEMBERSHIP MODEL, RENEWAL SYSTEM, WEBSITE USHER IN 'FRICTIONLESS' MACPA MEMBERSHIP

0
comments



Posted By: **Bill Sheridan** on May 11, 2016 in **Business Strategy & Leadership / Management**



Some revolutionary and exciting new things are happening at the Maryland Association of CPAs.

We hope you won't notice them.

The MACPA will soon be rolling out a new membership model and renewal system that are designed to make your lives a bit easier. They're designed, in fact, to make your interactions with us as frictionless as possible. Things you used to have to take

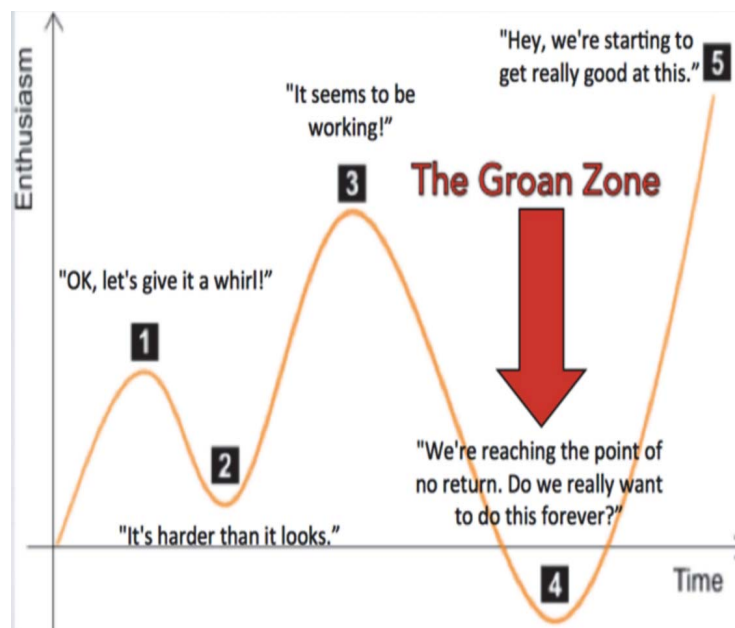
care of yourselves will now be automated, letting you get on with the important work of building your businesses and living your lives.

What you will see...

MACPA easier to do business with, faster (agile nimble)
and resources to help you deal with this rapidly
changing world..



We have not arrived...



Glorious past. Fabulous future.
Present tense kinda sucks
but I've got my best people
working on it.



@gapingvoid

#FutureReady

Is the capacity to be anticipatory
(**aware, predictive and adaptive**) of
emerging technology and trends in
business, demographics, and the
social environment impacting your
organization and industry.

How can we make you #futureready?

1. Connect to the Innovators in our Profession.
2. Develop training on how to anticipate and adapt.
3. Engage members in envisioning their future.

$$L > C^2$$

“In a period of rapid change and increasing complexity, the winners are going to be the people who can **LEARN** faster than the rate of **CHANGE** and faster than their **COMPETITION**.”

- Tom Hood, CPA.CITP.CGMA



BLI & Future of Learning

1. Social Learning.
2. Mobile / nano
3. Cloud-based
4. Collaborative.
5. Competency-based learning

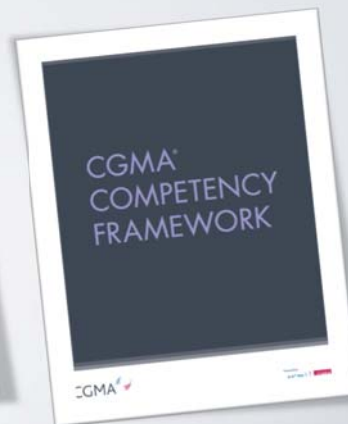
The Research

The latest research inside and outside the CPA Profession reaffirms the Top Competencies and Skills needed by Accounting and Finance Professionals

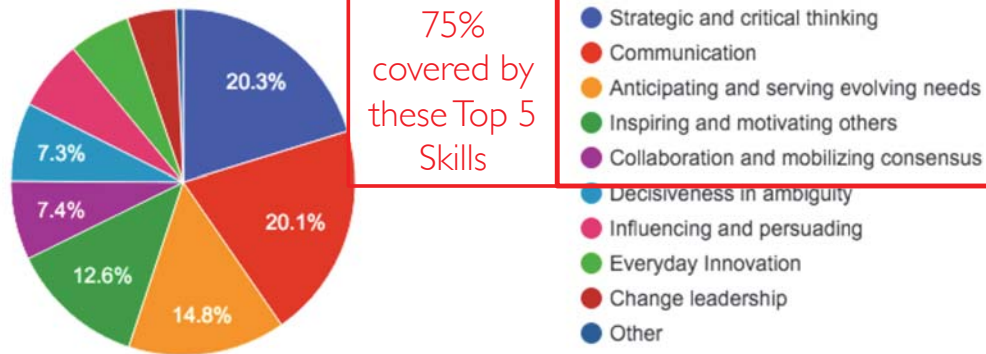


The image displays three research reports. The top report, 'CPA HORIZONS 2025 REPORT', features a word cloud with 'INTEGRITY' as the central theme, surrounded by terms like 'HONEST', 'ETHIC', 'KNOWLEDGE', 'ACCOUNTING', and 'BUSINESS'. The bottom-left report, 'Ready-Now Leaders: Meeting Tomorrow's Business Challenges', is a 'Global Leadership Forecast 2024 | 2015' by DDI. The bottom-right report, 'CGMA COMPETENCY FRAMEWORK', is published by CGMA.

The latest research inside and outside the CPA Profession reaffirms the Top Competencies and Skills needed by Accounting and Finance Professionals



Top Skills Needed for Accounting and Finance Professionals



BLI Research in 2015 with over 1,000 responses from all segments of the CPA Profession identified these top skill needed to be successful in these rapidly changing times. This confirms and reinforces the research from the Conference Board, AICPA CPA Horizons 2025 report, Bersin, and Burrus Research..

Learn How
to
Anticipate!
Ride the waves



Learn the skill of *anticipation*.

- Anticipation
- Strategic Thinking
- External Awareness
- Vision
- Continuous Learning
- Innovation
- Creativity
- Problem Solving
- Prioritization
- Business Acumen
- Decisiveness
- Influencing/Persuading
- Emotional Intelligence
- Consensus Building
- Collaboration
- Inspiration
- Risk Management
- Communication

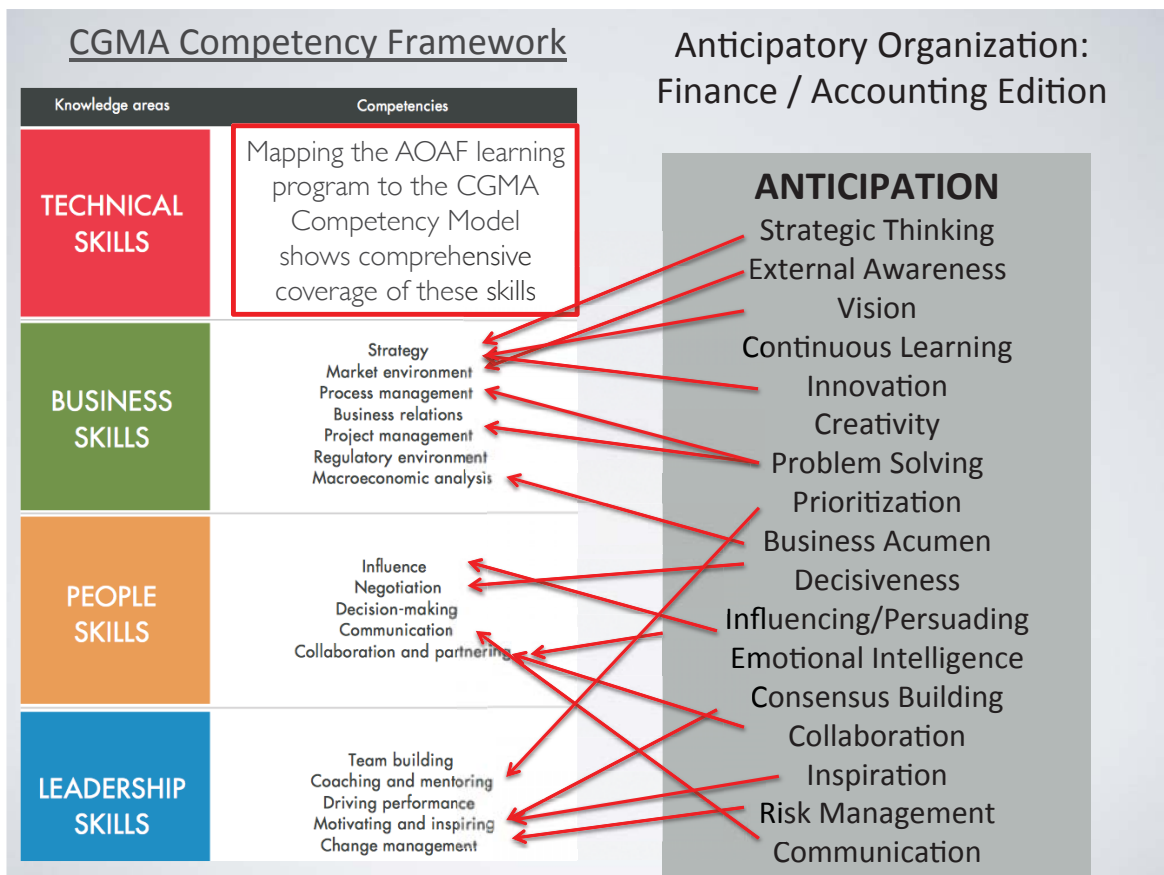
BUSINESS LEARNING INSTITUTE

"Identifying future trends and seizing the opportunities in the present is the key to our success – and it's a skill we can learn."



DANIEL BURRUS

In November, 2015 we developed a strategic partnership with Daniel Burrus, a world-renowned global futurist and business consultant who had researched the top competencies requested in his work with many Fortune 500 companies. These aligned with own research at BLI.



AOAF recognized as 2016 Top Learning Product



It also saw a push on different ways to educate the profession, including in small bites... offering to help accountants boost their careers by bringing more value to the table.

"As knowledge workers and professionals whose value springs in large part from their expertise, accountants are both serious about their ongoing education, and well-positioned to capitalize on new ideas and new ways to demonstrate their competence to clients...

The point of the coursework is to teach you, literally, how to predict the future by identifying reliable trends — and it actually works. The applications for firm strategy, client service, and guiding your own career are endless."

MBA EXPRESS Master key MBA concepts in hours, not years.
blionline.org/MBAexpress

ADDING VALUE Getting the most by giving the most.	<ul style="list-style-type: none"> Basics of Business Law Best Practices for Better Budgeting and Planning Emotional Intelligence Essence Entrepreneurship Balanced Scorecard Business Process Improvement Communication in the Workplace Networking—Building a Stronger Professional Network 	<ul style="list-style-type: none"> Faster Disaster Recovery Ferreting Out Fraud International Business Masterful Marketing Good Governance Latest in Leadership Excellent Customer Service Effective Change Management Powerful Presentation Skills Presenting Financial Information 	<ul style="list-style-type: none"> Insightful Financial Analysis Nuances of Negotiating Risk Management Strategy for Success Smarter Decision-making Teamwork & High Performance Teams Performance Management Project Management Success with Social Media The Art of Effective Writing
BUSINESS STRATEGY Thinking, planning, acting, and leading.	<ul style="list-style-type: none"> Business Benefits of Sustainability Creativity & Innovation 	<ul style="list-style-type: none"> International Business Masterful Marketing 	<ul style="list-style-type: none"> Risk Management Strategy for Success
LEADERSHIP STRATEGY Taking people to new places and higher ground.	<ul style="list-style-type: none"> Emotional Intelligence Essence Entrepreneurship 	<ul style="list-style-type: none"> Good Governance Latest in Leadership 	<ul style="list-style-type: none"> Smarter Decision-making Teamwork & High Performance Teams
PERFORMANCE MANAGEMENT Getting to better results, faster.	<ul style="list-style-type: none"> Balanced Scorecard Business Process Improvement 	<ul style="list-style-type: none"> Excellent Customer Service Effective Change Management 	<ul style="list-style-type: none"> Performance Management Project Management
POWERFUL COMMUNICATION Conveying meaning and earning an audience.	<ul style="list-style-type: none"> Communication in the Workplace Networking—Building a Stronger Professional Network 	<ul style="list-style-type: none"> Powerful Presentation Skills Presenting Financial Information 	<ul style="list-style-type: none"> Success with Social Media The Art of Effective Writing



Membership Organization

How we connect, protect, and achieve.

Someone's sitting in the shade today
because someone planted a tree a long
time ago. – Warren Buffet



MACPA Delegation to AICPA Council at Regional Council in NY



Professionalization of Management Accounting

Competency framework

Global Management

Accounting Principles

CGMA Exam

CGMA code of ethics



AICPA-CIMA proposal has been approved

- ▶ **AICPA and CIMA members overwhelmingly approved**
 - AICPA — 86.5 percent support
 - CIMA — 89.7 percent support
- ▶ **Organizations will integrate operations through new association while preserving both membership bodies**
- ▶ **The new association will launch in 2017 to:**
 - Advance the entire profession –public and management accounting
 - Provide a stronger voice in advocacy, speaking with the power of 600K current and next generation professionals
 - Enable the AICPA to offer members enhanced resources, market insights and network opportunities to get ahead of emerging issues
 - Promote CPA and CGMA designations and the entire profession.
- ▶ **AICPA maintains strong commitment to and focus on promoting, protecting and growing the CPA**
 - AICPA member affiliation, experience and benefits will not change

Proposal Benefits For Members

- ▶ Members keep the benefits plus expanded resources and education opportunities, including membership in the new Association
- ▶ Stronger advocacy, speaking with the power of more than 600,000 professionals worldwide on critical issues
- ▶ Recognition and support of public and management accounting. Approximately 40% of AICPA and state society members work in business and industry
- ▶ Preserve a CPA-led profession in the U.S. and extend influence abroad
- ▶ Promote, protect and grow the CPA
- ▶ Elevate awareness of our members' designations and the opportunities they unlock

Building the Pipeline

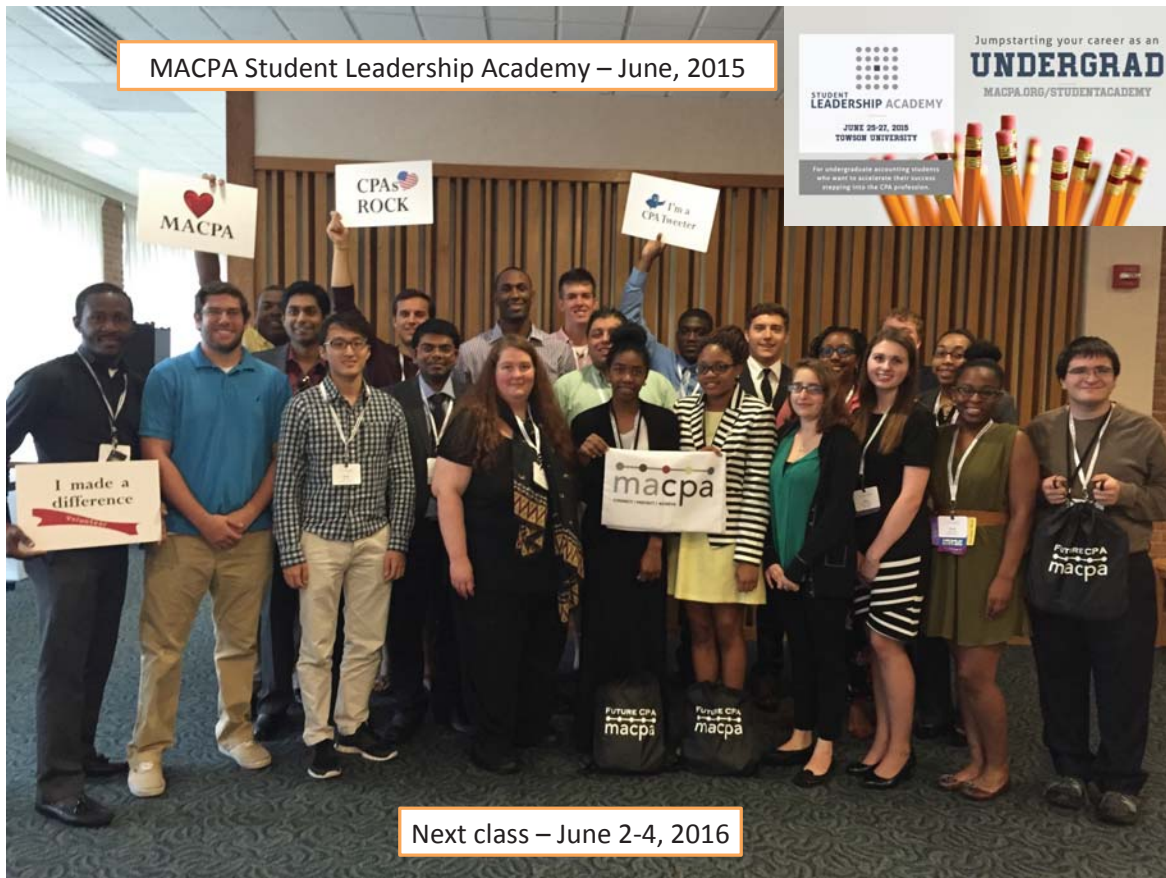
Of Next Gen CPAs and Leaders





Student Leadership Academy video





Guide for Becoming a CPA

www.cpaguide.macpa.org





Top Ten Things Next Gen leaders Want You to Know!

1. Look Beyond the Billable Hour
2. More Focus on Career Development
3. Engage Us in your Vision and Purpose
4. More Coaching and Mentorship
5. More Frequent Feedback
6. More Leadership Development
7. More Transparency
8. Thank You!
9. More Collaboration
10. More Focus on the Future

Equality, Diversity & Inclusion Task Force

Women to Watch, 9/30 - The Arundel Preserve

LISA CINES: LEADING BY EXAMPLE



Posted By: **Rebekah Brown** on February 16, 2016 in **Leadership / Management**



Note: The following is part of the MACPA's "Share Your Story" series that showcases members. Learn more about the series and why we are doing it [here](#):

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Lisa Cines has a pretty compelling CPA story, and it all started in high school. She had always thought she would become a teacher but after taking a bookkeeping class, she changed her path.

Boy, are we glad she did.

Lisa is the regional partner in charge of business development and marketing at Dixon Hughes Goodman LLP. She is also vice chair of the MACPA and co-chair of the AICPA's Global Women's Leadership Summit. But

Blog Story Series on Maryland
leading the way!

Mentoring Pilot
Program



NABA, ALPFA and ASCEND Chapters
Pipeline development



CPAs Making A Difference



Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.

- Margaret Mead

Calendar

Tom Hood, CPA, CITP, CGMA



influencer

CEO

Maryland Association of CPAs
(MACPA) www.macpa.org

Business Learning Institute
(BLI) www.blionline.org



“ If there is a conversation about the future of the profession, you're bound to hear Hood's name mentioned as one of the people leading the way.”

– Accounting Today

- CPA Practice Adviser Accounting Hall of Fame
- Named the Second Most Influential in Accounting by Accounting Today Magazine 2015
- Top 150 Influencer by Linked-In
- Top 25 Influencers in Learning & HR by HR Examiner
- Top 25 Public Accounting Thought Leaders by CPA Practice Adviser
- Working on Learning Management with AICPA/ CPA2Biz, Cloud Curriculum, Performance Management /XBRL, Leadership & Generations

<http://www.linkedin.com/in/tomhood/>

WHAT IS BLI?

BLI is the training affiliate of the MACPA. BLI's mission is to deliver competency-based courses, content and community that enhance learning and foster organizational and executive leadership.

BLI has grown into the largest provider of on-site training in the country. Pam and the Customized Learning Solutions team have grown the business in three core segments – Corporate, Firm and Government.

THE BLI CURRICULA

Today's business environment demands the need to gain competencies and share strategic knowledge. BLI delivers competency-based curriculum, courses, content, and community to enhance learning and grow intellectual capital for organizational and executive leadership.

These soft skills are essentially people skills – the non-technical, intangible, performance skills that determine your strengths as a leader, manager, and team member.

STRATEGIC MANAGEMENT

Strategic conversation reflects the dynamics between the organization and its environment. The closer the language reflects current and potential customer dynamics, the higher the company's profit potential.

LEADERSHIP DEVELOPMENT

Great leadership is one of the most valued of all human activities. Modern myth holds that "leaders are born not made," but leadership is a set of observable and learnable practices - it is the process people use when they bring out the best in others and themselves.

BUSINESS MANAGEMENT

As the business world moves at an incredible pace, keeping up is a key to success. Today's financial managers must be able to translate strategy to operational and corporate growth.

PERFORMANCE MEASUREMENT MANAGEMENT

Executives and managers must effectively transform their firms or companies into high performance organizations and progressively identify and develop the appropriate core competencies and link them to their business strategies.

COMMUNICATION SKILLS

Many people in the business field cannot communicate effectively and, even more damaging, don't realize it. Success is not defined solely by a product line or service - it relies on relationships formed and maintained through skillful communications. Your competitors know this. Do you?

TECHNICAL EXPERTISE

Keeping up with technical competencies is a core business requirement for financial professionals. Staying attuned to the latest changes, updates, and regulations are necessary components to staying competitive in an ever-changing business environment.

TECHNOLOGY AND COMPUTER SKILLS

Harness the technology you use every day to make your business life easier and allow you to work smarter.



Please note that many programs in this catalog are available in Webcast format. Contact a BLI Customized Learning consultant if you are interested in a Webcast. 888-481-3500