WELCOME

Session #2

www.CurtisStrategy.com
Board Retreat Sessions

1. Future of the Industry
2. Future of an Association
3. What is Our Destination
4. Strategic Focus Areas
Consolidation: mergers and affiliations to achieve strategic growth to broaden service value to members

Technology: No geographical boundaries, competition

Talent: Are we leveraging all talent throughout the association to compete

Digitization: Are we focus on member centric models, retention, up-to-date thinking

Business Models: education competition, acquisition and distribution
Association Observations

- Management of 7 Entities
- Fragmentation of 20 Chapters
- Governance Efficiency
- Consolidations & Partnerships
- 501c3 Opportunity
- Retention vs. Acquisition
- Operational Service Delivery
Levels of Perspective
## Strategy Session Groups

<table>
<thead>
<tr>
<th>Group 1</th>
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</thead>
<tbody>
<tr>
<td>June 5th 9am-12pm</td>
<td>June 8th 9am-12pm</td>
<td>June 8th 1pm-4pm</td>
<td>June 9th 9am-12pm</td>
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<tr>
<td>Delia Chavez</td>
<td>Elana Levario</td>
<td>Melinda Bentley</td>
<td>Angela Ragan</td>
<td>Donna Wesling</td>
</tr>
<tr>
<td>Susan Roberts</td>
<td>Allyson Baumeister</td>
<td>Jim Oliver</td>
<td>Jason Freeman</td>
<td>Willie Hornberger</td>
</tr>
<tr>
<td>Billy Kelley</td>
<td>Jerry Spence</td>
<td>Lei Testa</td>
<td>Stephen Parker</td>
<td>Edie Cogdell</td>
</tr>
<tr>
<td>Kate Rhoden</td>
<td>Tim Pike</td>
<td>Kathryn Hesskew</td>
<td>Kim Newlin</td>
<td>Bryan Morgan</td>
</tr>
<tr>
<td>Michelle Barton</td>
<td>Imelda Moreno</td>
<td>Darrell Grove</td>
<td>Steve Phillips</td>
<td>Beverly Longoria</td>
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<tr>
<td>Mohan Kuruvilla</td>
<td>Tram Le</td>
<td>Bryan Garza</td>
<td>Ben Simiskey</td>
<td>Chase Sims</td>
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<tr>
<td>Renee Foshee</td>
<td>Jerry Cross</td>
<td>Fred Timmons</td>
<td></td>
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<tr>
<td>Peter Simon</td>
<td>Brandon Booker</td>
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<tr>
<td>Kenneth Besserman</td>
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**MISSION** - The Texas Society of CPAs exists to support its members in their professional endeavors and to promote the value and high standards of Texas CPAs.

**VISION** - Empower members to lead and succeed.

**COMMUNITY & CONNECTION**
- Provide members with opportunities and resources to connect, serve and lead.

**PROFESSIONAL EXCELLENCE**
- Provide resources to assist members in the achievement of professional and personal success.

**ADVOCACY**
- Be the voice of our members before policy makers and the public.

- Leverage and Lead Technology
- Building Leaders
- Organizational Flexibility
- Connecting Members & Resources
Session #1: Future of the Industry?

- Brainstorm: What does the industry look like in 10 years?
- Prioritize: Identify top 3 greatest industry transformations
- Report Out: Share top 3 with the group
## Session #1: 10 Year Industry Outlook?

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<tr>
<td>• Consulting and Advisory Driven</td>
<td>• Lot more Consulting Focus</td>
<td>• More consulting than compliance</td>
<td>• Greater advising and consulting focus</td>
<td>• More competition through lack of geographic boundaries</td>
</tr>
<tr>
<td>• Focus on Technology and Soft Skills</td>
<td>• Instant CPE through Advance Technology</td>
<td>• Automation of Everything, Bots, Algorithms</td>
<td>• Increased specialization</td>
<td>• Larger emphasis being technology Driven</td>
</tr>
<tr>
<td>• More People with Certificates than Full</td>
<td>• Specialization</td>
<td>• Greater competition from Non-CPAs</td>
<td>• serving clients through the use of technology will be a mandate</td>
<td>• The CPA credential will require new and different skills</td>
</tr>
<tr>
<td>University Degrees in Accounting</td>
<td>• Much more Remote Work Environment</td>
<td>• Virtual Service Delivery to Everywhere</td>
<td>• A mixture of CPAs and Non-CPAs</td>
<td>and education</td>
</tr>
<tr>
<td>• More Diversity and Changing Demographics</td>
<td></td>
<td>• Merger of Talent, Tech &amp; Digitization Blurring Lines</td>
<td>• The pace of technology change will continue to get faster</td>
<td>• Heavily Consulting Based, Compliance activities will be</td>
</tr>
<tr>
<td>• Consolidation to Leverage Necessary</td>
<td></td>
<td></td>
<td></td>
<td>mostly automated</td>
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<tr>
<td>Technology Investments</td>
<td></td>
<td></td>
<td></td>
<td>• More people working remotely</td>
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Session #2: Future of an Association?

- Brainstorm: What will an Association look like in 10 yrs?
- Prioritize: Identify top 3 characteristics of an Association
- Report Out: Share top 3 with the group
# Session #2: Future of an Association?

| Group 1 | • Subscription Based Tailored to Professional Needs  
| Protection of the CPA License in Ever-Changing Regulatory Environment  
| TXCPA will Represent a Number of Credentials, Not Just CPA  
| A Coming Together of State and Chapters  
| On-Demand Micro-Learning |
| --- | --- |

| Group 2 | • Customization/Subscription of Membership Options  
| TXCPA Partners with other Associations to provide what TXCPA Can’t  
| Technology Offering to Improve Competitiveness of Members  
| Create an almost Totally Virtual Platform to Engage a Huge Segment of Membership  
| Possibly More and More Active Virtual Communities |
| --- | --- |

| Group 3 | • Technology driven responsiveness to members 24/7  
| More partnerships with others to provide resources to members  
| Predictive marketing - based on data  
| Personalized learning  
| Broader Geographic Reach |
| --- | --- |

| Group 4 | • Very technology focused in the way it serves its members  
| Specialized to people needs  
| A voice for the profession  
| Provide a platform for social interaction and idea generation  
| Multiple streams of revenue - can't rely on dues alone |
| --- | --- |

| Group 5 | • Cultivating new strategic alliances  
| Continuing to advocate to protect license & with regulatory agencies  
| Continuing to improve use of technology to connect  
| Flexible and able to adapt and respond quickly, changes to member needs  
| Credibility / validation of Brand, and strong value prop. |
Outside Looking In
Session #3: Where Are We Going?

- Brainstorm: Where will our Association be in 10 yrs?
- Capture: Write a statement of destination
- Report Out: Share with the group
We are a unified, influential, and adaptive association driven by technology to deliver customized value and service to the evolving accounting profession.
Session #4 - Strategic Focus

- Governance/Communications
- Risk Management
- As Is
- Initiatives
- Date Certain To Be
Session #4 - Strategic Focus

- Brainstorm: What will achieve our desired destination?
- Prioritize: Top 3 areas of focus to achieve our destination
- Report Out: Share top 3 with the group
### Session #4: Strategic Goals

| Group 1 | • Find a way for the State and Chapters to truly work as one, with no competition  
• Tailor to the specific professional needs of members  
• Identify areas of value (IT or AI) to invest resources |
|---|---|
| Group 2 | • Create customized member experience with dues/billing tied to what the member chooses, virtual membership option  
• Proactively collaborate with other associations on nimble technology platform to deliver quality virtual content/option and create partnerships with complimentary membership bases  
• More relationship building with chapters to achieve sense of community |
| Group 3 | • Adjust structure (Org & Governance) to become more nimble and flexible  
• PARTNERSHIPS WITH OTHER ORGANIZATIONS: Resources, Education, etc  
• Use emerging technologies to customize and automate service delivery |
| Group 4 | • Streamline governance process  
• Leverage technology to service multiple member segments & build communities  
• Broaden membership |
| Group 5 | • Streamline or organization for maximum use of funds available  
• Broaden membership to reflect evolving profession  
• Technology support and bridging tech gap |
# Session #4: Strategic Goals

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| FOCUS 1 | Org Design: Governance (Boards & Entities) and Chapters/State (Affiliation/Roles)  
Organize the society’s governance and chapter affiliations to design an adaptable and unified structure that will act as a catalyst for growth and strengthening operations |
| FOCUS 2 | Customization & Tech: Education and Membership Model  
Acquire or leverage technology platforms to customize and expand delivery of education and member value |
| FOCUS 3 | Growth: Expand the member base and partner to drive value  
Broaden member categories to reflect evolving profession and identify complimentary organizations to partner or affiliate with for expanded service capabilities |
## Final Plan Framework

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2020-2024 Strategic Plan

STRATEGIC DESTINATION

We are a unified, influential, and adaptive association driven by technology to deliver customized value and service to the evolving accounting profession

MISSION

The Texas Society of CPAs exists to support its members in their professional endeavors and to promote the value and high standards of Texas CPAs

VISION

Empowering Members to Lead & Succeed

Goal #1: Organize the society’s governance and chapter affiliations to design an adaptable and unified structure that will act as a catalyst for growth and strengthening operations
    Objective 1:
    Objective 2:
    Objective 3:

Goal #2: Acquire or leverage technology platforms to customize and expand delivery of education and member value
    Objective 1:
    Objective 2:
    Objective 3:

Goal #3: Broaden member categories to reflect evolving profession and identify complimentary organizations to partner or affiliate with for expanded service capabilities
    Objective 1:
    Objective 2:
    Objective 3: