



South Carolina Association of CPAs

Young CPAs Leadership Cabinet Program Update/Report | 12.31.2009

Presented by the Young CPAs Leadership Cabinet Class of
2009-2010:

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Program Overview

Mission

Our mission is to increase membership and participation in the Association by providing young CPAs with networking and leadership development opportunities; to enhance the value of Association membership for young members; to inform the Association leadership about issues important to its young members; and to develop future leaders of the Association, the profession and the community. Young CPAs (SCACPA members ages 35 and younger) represent more than 700 of our membership, nearly 19%.

Background

The Young CPAs Task Force was established in 2001 to determine how to recruit and retain new/young CPAs and identify services and benefits valuable to this membership segment. Since that time, the Task Force has planned a variety of programs and events for the membership, notably golf tournaments, social events, a CPE seminar at the 2007 Annual Meeting and a partnership social event with the SC Bar and the National Association of Insurance and Financial Advisors – Midlands Chapter. In 2007, the Task Force learned about a formalized Young CPAs Cabinet program adopted by other CPA associations and societies, including North Carolina, Texas, Alabama and California. The 2008 Task Force began researching options and invited members from NCACPA to participate in an information-gathering call, in addition to conducting internal surveys regarding cabinet structure, application process, marketing tactics and evaluation methods, all the while working toward a formal Young CPAs Leadership Cabinet proposal for the SCACPA Board of Directors' consideration. The 2008 Task Force received full Board support of the Cabinet, including seed funding to begin the program. The Young CPAs Leadership Cabinet was successfully launched April 2009 with 25 members and since that time has held three more quarterly meetings, plus hosting a number of events and projects.

Structure

The SCACPA Young CPAs Cabinet is most modeled after the NCACPA Cabinet program, which began in 2002 and has successfully trained 60+ young leaders. The structure is as follows:

- **Commitment/Term Limits:** Two-year term, which requires attendance and active participation in four full-day meetings per year, with option to miss one meeting per year. The Spring Orientation/Retreat is a mandatory meeting. The January meeting includes a graduation ceremony.
- **Target Number of Cabinet Members:** 20-25, representative of SCACPA's membership geographical areas and other membership segments (area of expertise, gender, age, etc.). The Task Force also recommends there be no more than one person per firm office location on the Cabinet at any given time. For example, a firm with two office locations in South Carolina could nominate one staff person from each office, two total.
 - We received 25 applications for Class of 2009-2010, all of which were accepted. Since then, we received four resignations due to over commitments.
 - We received 11 applications for the Class of 2010-2011, for which voting will take place January 15, 2010.
 - The Cabinet is committed to diversifying its makeup to be reflective of SCACPA's membership, focusing on gender, city and public accounting versus industry. They are committed to keeping a small, more intimate program.
- **Qualifications:** Cabinet members must be licensed and residing in South Carolina. An application for the Cabinet requires essay questions, a manager's signature and a resume.

- **Governance:** The Cabinet includes six officers serving in one-year terms, a Chair; a Vice Chair of Community Service, CPE Seminars, Promotions and Professional Relations/Social Activities; and the SCACPA Board Liaison. The President serves on the Nominating/Selections Committee. During 2009, the Task Force recommends current Task Force active members serve as 2009 officers.
 - **Chair: Amanda S. Colgate, CPA,** Godshall & Colgate, LLC, *Columbia*
 - **Board Liaison and Vice Chair, CPE: Robert M. Tilton, CPA,** WebsterRogers LLP, *Florence*
 - **Vice Chair: Professional Relations: Arthur "Art" R. Tompkins, CPA, MBA,** Upstate Financial Accounting Services, *Easley*
 - **Vice Chair, Promotions: Stacy F. Smith, CPA,** South Carolina Manufacturing Exchange Partnership, *Columbia*
 - **Vice Chair, Community Involvement: Georgette R. Timmons, CPA,** Burroughs & Chapin Company, Inc., *Myrtle Beach*
- **Quarterly Meetings:** These meetings will travel to different locations around the state depending on the SCACPA event collaboration and the cities in which the current cabinet members work.
 - **April 2009 (Columbia):** Orientation/Retreat in conjunction with CPA Day at the State House. Program included a SCACPA and SC Board of Accountancy organizational overview, teambuilding activities, leadership assessment, exclusive CPE and preliminary committee meetings. Each Cabinet member took the Campbell Leadership Descriptor self-assessment and developed a personal leadership plan with the results.
 - **August 2009 (Columbia):** This meeting was held in conjunction with SCACPA's Board Retreat. Public Speaking Boot Camp: the Cabinet expressed its top need as public speaking training, therefore we developed custom training where each member had two opportunities to speak in front of the group and received a copy of their presentations via DVD.
 - **November 2009 (Greenville):** Jump Start for New Managers training. Date and location selected to partner with the Piedmont Chapter "Billiards, Pizza, Education and Networking" (BPEN) Series.
 - **January 2010 (Charleston):** The Entrepreneurial Spirit (Servicing the Entrepreneur as a Customer). First year leadership assessment. Elect 2010 executive committee and approve applications for class of 2010-2011.
 - **April 2010 (Columbia):** In conjunction with CPA Day at the State House. 21st Century Leadership. Meeting cycle begins again.
- **Committees:** All Cabinet members will serve on one committee per year. Each program-oriented committee will provide at least one program for the general Young CPAs membership during the year.
 - **Community Service**
 - Donation Drive for Harvest Hope Food Bank at the CPA Summit and Member Meeting (November 19-20)
 - Financial Literacy presentations at GED programs across the state (2009-2010)
 - Mentor Program: in person and online mentoring (2010)
 - Group Service Project (2010)
 - **CPE Seminars**
 - Young CPAs Track at CPA Summit (November 19-20)
 - Lunch and Learn: Emerging Markets for Entrepreneurs (January 15, 2010)
 - The Perfect Workday Workshop (April 26, 2010)
 - Emerging CPAs Conference (October 21-22, 2010)
 - Young CPAs "Hot Picks" in the SCACPA CPE Calendar (Look for "Young CPAs Hot Pick" in the course catalog)
 - **Social Activities**
 - Networking Reception at Industry Conference in Columbia (October 12)
 - Networking Reception with Piedmont Chapter in Greenville (November)
 - Networking Reception at the CPA Summit and Member Meeting in Columbia (November 19)
 - Networking Reception "Meet Up" in Charleston (January)
 - Presentations to Beta Alpha Psi Chapters (Winter/Spring 2010)
 - Networking Reception "Meet Up in Columbia (April 26, 2010)
 - **Publicity**
 - Cabinet Membership Booth at the CPA Summit and Member Meeting (November 19)
 - Young CPAs Membership Logo (completed) and Brochure (in progress)
 - Developed tagline for the Cabinet: Today's Young CPA = Tomorrow's Leader
 - Meet the Cabinet profiles in the CPA Report at on scacpa.org (completed)

- **Nominations/Selection**
 - A self-selected group of Cabinet members of reviewing applications for 2010-2011
- **Marketing of Cabinet Program:** Marketing tactics include:
 - Letter and/or email announcements to the Managing Partners Task Force, Chapter Officers and Committee Chairs asking for their support in getting the word out
 - Email announcement to all qualified members
 - Placement in *Current Assets* and *The CPA Report*
 - Announcements at SCACPA CPE and conferences
 - Social media campaigns by SCACPA staff and Cabinet members
 - Word of mouth: All Cabinet members are asked to forward emails, share with colleagues and friends
- **Sustaining the Cabinet:** The Cabinet has been discussing way to sustain the program budget, including the following tactics:
 - In conjunction with the cabinet's quarterly meetings, hosting a seminar for the general membership or the public, from which we plan to generate sponsorships and registration fees (covering speaker expenses)
 - Hosting an Emerging Leaders Conference to raise revenue
 - Charging participants a reasonable fee for participation in the Cabinet.
 - Soliciting firms and companies for sponsorships of the Cabinet.

Impact

The Cabinet will measure its success and impact by the following outcomes and outputs:

- **Number of new SCACPA members recruited as a result of Cabinet Committee programs.**
 - We received two new member applications accompanying the Cabinet applications.
 - The Cabinet hosted a reception at the New CPA Oath Ceremony after which time we received applications nearly all non-members (about 10).
- **Attendance at the community service, CPE and social events planned by the Cabinet.**
 - October Networking reception at Industry Conference: 10 attendees
 - November Networking/CPE Event with Piedmont Chapter: 29 attendees
 - CPA Summit Exhibit Booth and Ten-Key Competition
 - CPA Summit Food Drive: 50+ pounds collected
 - Young CPAs Reception in conjunction with the New CPA Oath Ceremony: 50+ attendees
- **Evaluation and Feedback at the community service, CPE and social events planned by the Cabinet.**
 - We have received a lot of verbal feedback, including request for more information and how to get involved, request for programming around the state and positive responses from attendees at events.
- **Transition of Cabinet members into SCACPA Committee memberships and chairmanships, Chapter officer positions and eventually Board of Directors' positions.**
 - Art Tompkins is the 2010 Vice President of the Piedmont Chapter
 - Rod Dooley is chairing the 2010 Sustainability Task Force, accompanied by four other Cabinet members as committee members.
 - Many Cabinet members are already serving on SCACPA committees.
- **Community outreach: financial impact and number of service hours provided.**
 - We estimate the Cabinet has given itself more than 500 hours of service through sub-committee involvement.
 - The Cabinet has committed to providing ten financial literacy presentations; for that we estimate a time investment of more than 50 hours.
 - The Cabinet collected more than 50 pounds of food for Harvest Hope Food Bank at the CPA Summit and Member Meeting.
- **Number of applications for the Cabinet received in future years.**
 - We received 11 for Class of 2010-2011.
- **Leadership Pre- and Post-Assessment: The Cabinet members will evaluate themselves as leaders at the beginning and end of their two-year term. Following are comments we've received from evaluations throughout the first year.**

Impact In the Cabinet's Words...

What have you told others about your experience in the Cabinet?

- Definitely should join; will benefit you tremendously
- How great it is to meet fellow CPAs.
- Better than McGladrey's Leadership Academy - and much more affordable!
- It's fun, rewarding and has made me grow in many professional facets.
- That it has been a lot of fun and is well worth the time.
- Great to help give back to the Association.
- Good experience, good networking and interesting to get to know other young CPA's.
- Great way to increase networking between older and younger CPAs and give back to your community.
- The cabinet is a very fun and supportive learning environment. The skills that you take away from it are real and they are useful in every aspect of your life.
- I have communicated the strengths of the Cabinet including leadership training and networking opportunities.
- I have told others that it has been a positive learning experience. (2)
- So far most of my conversation has driven around attracting attention to the Cabinet to ensure more applications this year.
- Enjoyable experience. (2)
- Great networking opportunity, personal growth experience.
- It's a great way to get involved.
- Excellent learning and networking opportunity.
- I think we are heading in the right direction and hope it will continue.
- Numerous folks have asked about my involvement with the Cabinet since it was publicized in the last CPA Report.
- Passed out the application!

What words come to mind first about the Cabinet?

- Mixture of backgrounds and responsibilities
- Young, fun, enthusiastic, driven
- Fun, worthwhile
- Learning great leadership
- Camaraderie; networking; maturing
- Rewarding (2)
- Energy, Excitement, Fun, New Friends
- Involvement, inspiring
- Chance to get involved and make a difference
- Community service, networking opportunities
- Fun, entertaining, learning
- Great training ground for new leaders for SCACPA.

- It is very challenging and interactive
- Progressive, New
- Networking with other professionals
- Leadership, growth, teamwork
- Collaborative effort

What has surprised you the most about the Cabinet?

- How much I'm actually learning about being a better leader.
- How much I have enjoyed the meetings and the people. Ability of group to start from scratch and just start creating programs.
- The amount of work a small group can accomplish.
- The age and accomplishments by fellow CPAs.
- everyone's willingness to participate.
- The amount of people that did not attend the second meeting.
- I wasn't expecting there to be so many people on the cabinet.
- Moving faster than expected.
- How driven all of my peers seem to be.
- The people that have dropped out...
- It has surprised me how supportive everyone is of each other's achievements.
- I was most surprised how much the leadership training sessions have challenged me.
- I am most surprised by the level of involvement and opportunities for self improvement.
- The number of young members within SCACPA.
- Seems like there would be more events.
- Camaraderie among members, how fast people were able to get comfortable with each other.
- The energy of certain members.
- The level of participation.
- Willingness of people to be involved.

What is one thing you would change about the Cabinet?

- Having meetings so far away - of course that would kind of defeat the purpose of a statewide cabinet.
- Add more regular committee calls, add a segment on "why SCACPA" at each meeting to help us know selling points to communicate to others.
- Age bracket - I'm aging out soon!
- More time to spend getting to know each other rather than such long classes. Maybe half a day instruction time and half a day team building time. We also need a way to schedule subcommittee meetings. We had some conference calls overlap unexpectedly.
- More group discussions.
- Way too many conference calls.
- Maybe the travel components - Columbia seems easier for everyone b/c it's a central location - driving to Greenville for me, or Charleston for others, is hard when you're slammed with work.
- Nothing - it has been great so far!
- More representation within local chapter boards.

- It would be nice to get more young CPAs involved.
- It would be nice to see a few more industry participants.
- Upfront commitment by all members.

Personal Action Plan Accomplishments:

- Accepted to Leadership Charleston as a means to learn more about my community.
- Promoted to senior manager.
- Work on making more work related social contacts
- I am working and getting better at active listening and using people's feedback so they feel appreciated.
- Improving time management skills
- Improved presentation skills
- I've taken more time off to have fun and relax
- I've begun reading more
- I've gotten more organized
- I've been keeping a journal of accomplishments
- Mentoring my staff (2)
- I now have a mentor through the chamber of commerce who is working with me on my leadership skills.
- Taking part in the FL committee & bringing regular updates to YCPALC, getting them involved; arranged food drive for summit
- I have had a couple of opportunities to utilize the public speaking skills we learned at our last meeting.
- I am currently working on my communication skills, and how to become a more effective communicator (2)
- Becoming more involved in SCACPA and trying to recruit others
- Working well in a group, entertaining ideas from each member, supporting each member with positive feedback
- I have spoken in public since the meetings and inception of the "plan".
- I have taken on the responsibilities for our Training and Coaching Program at our local work office.
- I joined Toastmasters.
- Established a network of trusted advisors...
- Participated in conference call to bounce around ideas on the presentation
- Creating a list of priority items for each day; working on being well-connected, continued community involvement;
- Improved feedback given to employees;
- Developed a more positive attitude/outlook
- Hold staff accountable for their work
- Better listener
- I am checking out different toastmasters groups and attending various networking functions in order to build my confidence.
- I have been listening more than directing. So far it has worked well and the people I manage have had some great ideas and been pleased with the results.
- Becoming more active within the community

- I have started keeping track of my time better
- Working on improvement of personal energy through a focus on physical health and recharging (things I have not focused on in the past) (2)
- I'm working on my presentation skills by putting myself in a place where I have to make presentations and don't have the opportunity to get out of it.
- Working on empowering others more and delegating more
- Increased vision, feedback and multicultural awareness.
- I am currently working on my time management skills so that I can accomplish more and still maintain a quality of life outside of work.
- Goal setting.
- One of the weaknesses I identified was vision - I'm currently working to focus on the long-term results of my day-to-day decisions
- I have written down some of my goals; but need to elaborate more and spend more time reviewing.
- Recognizing when productive subordinates need to move on to other opportunities, and be willing to support their decisions.
- Writing in a journal
- Mentoring more
- Taking more time to have fun
- Trying to change my routine to accommodate it or something like it

Personal Action Plan "To Do" List:

- Giving better review notes. I often fix the issue rather than leave review notes for others to fix and learn by.
- Hold staff more accountable for errors through their evaluations,
- Start exercise or hobby routine to reduce stress
- Delegate responsibilities (2)
- Say "no" when too busy
- Trying to be more of a "teacher" than a "critiquer"
- Set clear priorities and expectations for those working with me.
- Improve time management skills; presentation skills
- Still working on negativity
- Improve my physical fitness and professional appearance
- I want to travel more
- I need to become more personally connected and improve my networking skills
- Entrepreneurialism
- More efficient time management.
- present one of the financial literacy/GED programs
- Trying different Toastmasters clubs.
- I need to learn to interact better with people I do not know, especially at networking opportunities.
- To improve my self management skills with activities inside and outside of work.
- Get more involved in my local community.

- Encourage more participation by young CPAs in SCACPA.
- make sure all aspects of my life are organized
- Additional public speaking events
- Develop a personal business development plan.
- Improve my time management skills.
- Make a decision as to which business model I will follow...

What is the number one "take home" item (from the first/April meeting) you shared with colleagues, friends or family about leadership?

- Making time for community events
- I have spoken with others in my office about seeing a project through to completion without getting distracted. Also, promptly starting/finishing projects that seem overwhelming instead of putting them off until later.
- I try not to give advice, but rather to ask questions and help someone think through a decision.
- General characteristic of a good and bad leader based on the group discussions
- I was very impressed with the speaker. It was nice to know that someone of that caliber and experience lives my community
- That SCACPA is committed to growing and developing a more youthful demographic within its organization.
- To treat others as though they are volunteers. That idea has been the most helpful to me.
- Some of the qualifications I found surprising about being a leader.
- Lead by example and doing
- I was amazed by the talent in the room. These people really are the new face of the profession - and the association.
- Reduce stress level, try to have fun!
- The importance of taking time to evaluate where we are and where we want to be.
- The need to make time to work on list of priorities and have an accountability partner
- I enjoyed the interaction with other CPAs my age the most. Also enjoyed speaker
- The importance of having goals and effectively communicating those goals to other individuals. This could open doors to help you achieve your goals.
- I really enjoyed all of the leadership best practices and lists that the speaker discussed, especially the 12 keys to a successful leader.
- Write down your goals.
- Don't ask someone to do something you would not be willing to do yourself.
- Wasn't able to attend the April meeting
- Work on improving weaknesses but more importantly focus your efforts on becoming better at the things you are strongest at (2)
- The encouraging commitment to ethics by young CPA's