

May—June 2025

# THE ASSET

Official Publication of the Missouri Society of Certified Public Accountants



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New Home 13**

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# A Year of Progress, A Future of Possibility

By Jim O'Hallaron, CAE

As you saw on the front cover, we have settled into our new office, and it is already getting a lot of use from

members. Our Board of Directors gathered here for their spring meeting, which mainly focuses on budget planning, review and approval for the 2025-2026 year that gets underway on July 1. A group of members in corporate accounting and finance met for a session of MOCPA's CFO Series, and our Women's Committee will be gathering here on May 15 for a Service and Socializing event. We especially look forward to seeing everyone at our Open House on May 21 (see page 13). I hope you can join us!

You should have recently received an email from us outlining proposed housekeeping revisions to MOCPA's Bylaws. These were recommended by our Executive Committee and approved by the board. You can read the summary on page 9 and on our website by logging in at [mocpa.org/bylaws-vote](http://mocpa.org/bylaws-vote). By design, changes to our bylaws require member input, so that you can have a voice in how your association is run.

As such, please take a few minutes to review the proposal and cast your vote.

As our 2024-2025 membership year draws to a close, I want to thank you for choosing to be a part of the MOCPA community. The back cover features some highlights of what we accomplished together this past year. Many of our achievements wouldn't have been possible without the leaders of our task forces, advisory councils, committees and boards. Two notable ones I'd like to specifically mention are Chuck Pierce and Jennifer Reynolds-Moehrle.

After 16 years serving as our government advocacy consultant, Chuck will be retiring on June 30 (see page 18). When we meet with CPA firm leaders, they often say that one of the top benefits MOCPA brings to them is government advocacy and serving as the voice of the profession in Missouri. Chuck has worked tirelessly on behalf of CPAs across the state, meeting regularly during the legislative session with our Tax and Legislative Policy Committee, as well as with multiple state agencies to ensure the interests of our members, their businesses and clients are protected. While we are transitioning this important work to

an external consultant, we all know Chuck's shoes can't easily be filled. I give my sincere gratitude to him for all that he has done for the profession in Missouri and for MOCPA.

And finally, I want to thank Jennifer for her thoughtful leadership as our chair. Having an educator in this role when alternative licensure pathways are being explored nationally has been truly invaluable. Jennifer thoroughly understands the risks and benefits related to broadening the talent pipeline. Her insights and measured approach to complex issues have been a source of learning and inspiration throughout the year. I look forward to her continued leadership as our immediate past chair, and to seeing what we can all collaboratively achieve as we move forward—together toward tomorrow! 📧

**Jim O'Hallaron** is a certified association executive (CAE) and is the president and CEO of the Missouri Society of Certified Public Accountants. He leads the staff and operations for the 9,000-member society.

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# Festina Lente: Moving the Profession Forward, Mindfully

By Jennifer Reynolds-Moehrle, CPA, Ph.D.

What a memorable year this has been for me! I have had so many opportunities to see our MOCPA members work together to move the profession forward. I think of the student members who have volunteered alongside CPAs to visit high schools and middle schools, telling their own stories of how this profession has opened doors. I remember the Awards Celebrations that gave us the chance to thank our most senior members for sustaining the profession's reputation for trustworthiness and integrity over long and successful careers. I have listened to firm and corporate leaders provide meaningful input on issues that will have current and future legislative impact on CPAs and the public whose interests we serve to protect, and I have seen our early career professionals across the state step up to take the lead in a variety of member engagement activities. There have been plenty of opportunities for voices to be heard, and I hope you will continue to find ways to get involved with MOCPA and engage in those places where your voice can be added to the mix.

Coming into this year as MOCPA chair, I knew there would be big developments taking shape across the profession nationally. The National Pipeline Advisory Group had laid out its findings for ways to grow the profession, and in the last year, those pipeline concerns spurred momentum for changes to the licensure pathway and mobility models across several states. Here in Missouri, we have taken a very deliberate approach to these issues, an approach referred to by one of my mentors as "Festina Lente," or "hasten slowly." Our Board convened a Blue Ribbon Committee (see page 7) last year to make a recommendation to our Board of Directors on what, if any, changes to Missouri's current legislation would make the most sense for the CPA profession in Missouri. That group has mindfully taken input from

current national leaders in the profession as well as from other CPA thought leaders. And most importantly, that group has taken input from our own MOCPA Educator and Firm Leadership Forum, our Partner Leadership Forums, and from each of our Member Community Advisory Groups. The Blue Ribbon Committee will soon make its recommendation to our Board of Directors, and I am confident our "hasten slowly" approach of this past year will serve us well as we look to continue working collaboratively with the State Board of Accountancy going forward on these issues. It is my hope to stay engaged with these issues as immediate past chair, and I encourage you to get involved as well.

Do you have a graduate (any level!) in your life with whom you can share your CPA story? If so, congratulations! I hope you find opportunities around those celebrations to share your own secrets for success in the next phase of life those graduates are entering. I continue to be very impressed with the students who are applying for and winning MOCPA scholarships, and I am very excited to see our CPANext participants getting to the finish line on the exam!

Have you had a chance to watch MOCPA's newscast, The Pulse? (See page 17.) Apparently for many of you the answer is "yes" based on the numbers I have seen! I find it a very accessible way to catch up on what is going on within the profession—with that unique Missouri focus. If you haven't already, mark your calendar for our next episode, coming to you live from the Annual Members Convention at the Lake of the Ozarks on June 6. Or better yet, consider joining us in person for it!



Jennifer Reynolds-Moehrle took the helm on the 2024 Convention cruise.

I have thoroughly enjoyed my time this year as chair, and I hope to see you next month at the Convention (see page 27) when I will pass the gavel to Brett Lewis. Brett can always be counted on to bring wisdom to any discussion or decision he is a part of, and I am sure he will lead MOCPA exceedingly well. So please join us at the lake—it is not too late! It is always a great time to reconnect, to catch up on some good CPE, and to take an evening ride around the lake—you may even get the chance to captain the boat!

As I close out my term, I remain grateful for the ways we have moved forward together—mindfully, and with purpose. Thank you to all of our wonderful MOCPA members for giving me this opportunity to serve and help advance our great profession. 📺

**Jennifer Reynolds-Moehrle** is a professor emerita at the University of Missouri-St. Louis. She is chair of MOCPA's Board of Directors for 2024-2025.

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## The Business Casual Line is Getting Blurry

Shifting dynamics of remote and in-person work are getting an extra layer of complication: What are employees supposed to wear when they come to work? The concepts of “casual” and “business casual” are vexing employers and employees alike. Recent surveys found that:

- **54%** of employers have a business-casual dress code, and **43%** have a casual dress code.
- Just **31%** of hiring managers said having a dress-code guideline was important—down from **49%** five years ago.
- **44%** of Americans never wear a suit, and **45%** said they wear suits less frequently now than they did 10 years ago.
- **72%** of employees said it’s important to have a flexible dress code, and **24%** said they would be enticed to go to the office if they could wear any clothing they chose. Roughly **one in four** workers said they would even take a pay cut for a relaxed or eliminated dress code.
- **63%** of respondents said the shift to less formality is positive, and more than **70%** said the decrease in formality has improved their productivity.

—bizjournals.com

“The task of the leader is to get his people from where they are to where they have not been.”

—Henry Kissinger



## By the Numbers: 2025 Filing Season Statistics

Cumulative statistics comparing April 19, 2024, and April 18, 2025

Return/Refund category	2024	2025	% Change
Total <b>returns received</b>	139,137,000	140,633,000	1.1
Total <b>returns processed</b>	136,069,000	138,057,000	1.5
Total <b>e-filing returns received</b> (may not equal subtotals due to rounding)	134,531,000	136,231,000	1.3
<b>E-filing returns received</b> from tax professionals	71,327,000	72,504,000	1.7
<b>E-filing returns received</b> from self-prepared	63,204,000	63,726,000	0.8
<b>Web usage, IRS.gov visits</b>	571,496,000	322,948,000	NA
Total <b>number of refunds</b>	86,058,000	86,021,000	0.0
Total <b>amount refunded</b>	\$245.226 billion	\$253.116 billion	3.2
Average <b>refund amount</b>	\$2,850	\$2,942	3.3
Total number of <b>direct deposit</b> refunds	80,028,000	81,032,000	1.3
Total amount refunded with <b>direct deposit</b>	\$235.818 billion	\$244.952 billion	3.9
Average direct <b>deposit refund</b> amount	\$2,947	\$3,023	2.6

—IRS.gov



# Alternative Licensure Pathways Committee Update

By Jeff Parkison, CPA, CGMA

For many years, the path to becoming a Certified Public Accountant (CPA) has followed a familiar route: earn a bachelor's degree in accounting or a related field, complete 150 semester hours of education, pass the CPA exam, and meet a work experience requirement. But as the accounting profession evolves to meet the demands of a rapidly changing business world, so too does the educational journey that prepares the next generation of CPAs.

In recent years, a combination of workforce shortages, rising education costs, and the expanding role of CPAs has led to the reexamination and subsequent debate of the traditional path across the nation. In 2023, the National Pipeline Advisory Group was established to evaluate the challenges related to the decreasing number of college students entering accounting and becoming CPAs.

In April 2024, MOCPA's Board of Directors established a Blue Ribbon Committee (BRC) to evaluate alternative licensure pathways to becoming a CPA. The committee's mission was to determine an approach and recommendation to MOCPA's Board of Directors regarding the best CPA licensure model(s) for MOCPA members and their employers.


The BRC began on a listening tour, interested in hearing perspectives from across the country, while observing and understanding the needs of MOCPA's members across Missouri. We sought and reviewed member feedback using an open comment submission on MOCPA's website. We heard from one of the AICPA's government relations leaders, Marta Zaniewski, and NASBA's new CEO, Dan Dustin. They discussed the ripple effect that a non-uniform approach to licensure could produce across the country, posing mobility challenges for our members. We also met with the CEO of the Minnesota Society of CPAs, Linda Wedul. Minnesota was the first state to introduce legislation that would consider changing the education requirement. Listening to these views helped our committee understand the challenges and reasons why others were considering changes.

In November 2024, MOCPA hosted Partner Leader Forums in Kansas City and St. Louis, with the intent of updating our members on the national debate. Input was also gathered from the leaders at these meetings and shared with the BRC. We heard the challenges that some faced with hiring CPAs, as well as viewpoints on the impact that possible loss of mobility could have on their firm or company.

Additionally, feedback was gleaned from university advisory board members, and during events hosted by MOCPA's Educational Foundation—the Missouri Accounting Program Leaders' Summit and the Educational and Firm Leadership Forum.


In early 2025, the BRC met with new AICPA President and CEO Mark Koziel. As Mark took the reins of his new role, this was a national challenge awaiting him. The AICPA and NASBA boards recently approved issuing an exposure draft of a revised Uniform Accountancy Act (UAA) that incorporates an additional pathway to being a CPA—requiring 120 hours of education plus two years of experience, in addition to passing the CPA exam.


During 2025, the BRC has received input from a consultative group of national thought leaders from academia. We refer to this group as the Unintended Consequences Task Force. This group has helped us explore questions such as: will these changes nationally result in more CPAs? They have suggested guardrails that should be evaluated as legislation is considered for Missouri.

The BRC recognizes that Missouri should pursue alignment with the Uniform Accountancy Act. However, over the next couple of months, we will evaluate any changes to the UAA, as a result of the comments made. We will consider discussions from the May AICPA Council meeting, a national meeting which MOCPA leaders attend. The committee will report back to MOCPA's Board of Directors at its meeting on June 5 and will keep members informed on its findings and recommendations. 



**Jeff Parkison** is the director of treasury and financial planning and analysis at City Utilities of Springfield. He is MOCPA's immediate past chair and currently serves as chair of MOCPA's Blue Ribbon Committee for Alternative Licensure Pathways.

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## MOCPA Blue Ribbon Committee on Alternative Licensure Pathways

Thank you to the committee members for helping to research and evaluate these important profession issues.

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Committee Chair  
City Utilities of Springfield

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St. Louis Community College

**Kim Church, Ph.D.**  
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**Jeanne Dee, CPA, CGMA**  
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**Jamie Jabouri, CPA, CITP, CISA**

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Grant Thornton LLP—retired

**Craig Kuckelman, CPA**  
Deloitte

**Jim Mintert, CPA**  
KPMG LLP

**Steve Moehrle, CPA, CGMA, Ph.D.**  
University of Missouri-St. Louis

**Chuck Pierce, CPA, CGMA**  
Pierce Company, LLC

**Jennifer Reynolds-Moehrle, CPA, Ph.D.**  
University of Missouri-St. Louis—retired

# WHY MIGHT I HAVE *Two* CPA DOCUMENTS FRAMED ON MY WALL?

By Andrew Grow, CAE



An article about CPA licensure that is something different than 150 vs. 120—how about that for a curveball as baseball season gets underway? (Go Cardinals and Royals!) As a Missouri licensed CPA reading this article, you may turn to look at your wall and see more than one proudly framed CPA document. If not, that's OK but you may be curious why there *might* be more than one document for CPAs being proudly displayed on their wall!

Here's the scoop. If you rewind time prior to 2001, Missouri had a two-tier system for CPAs. The profession formally recognized 1) CPA exam passers (certificate holders) and 2) CPA license holders (licensees). It allowed CPAs who passed the CPA exam to share their achievement publicly. Laudable, but the general public found this nuance confusing, and CPA exam passers do not share legal privileges that licensed CPAs do. In principle, similar considerations apply for inactive or lapsed licensees and retired CPAs for the concept of "*holding oneself out*" publicly. Another way to put it: usage of "CPA" in any way publicly (e.g., business cards, websites, social media, résumé).

Most jurisdictions, including Missouri, have simply eliminated the concept of bifurcating the two. In some jurisdictions (e.g., Alabama, Connecticut, Hawaii, Illinois, Kansas, Nebraska, Oklahoma) there are still two-tiered systems, and they have rules that clarify the difference between a reporting and nonreporting CPA. For CPAs obtaining their initial license to practice in those jurisdictions, it's important to understand how you are allowed to hold yourself out publicly.

applies in Missouri as a combination of both rule and statute.<sup>1</sup> You can hold yourself out as a CPA without an active CPA license as long as you are not practicing public accounting or signing as a CPA in the following ways:

- You are not signing as a CPA on any attest- or compilation-related report; and/or
- You are not signing a tax return using your PTIN as a CPA.

As a certificate holder, as long as you are not practicing public accounting in any setting or signing as a CPA on tax returns, compilations or attest functions, you can drop your license (don't renew). You do not need to apply for inactive status and can still hold yourself out as a CPA. For instance, if you are ready to write your memoirs and put "CPA" behind your pen name, you may do so if you hold a CPA certificate without an active CPA license.


Note that if you do not hold a CPA certificate and you have obtained your license after Aug. 28, 2001, the **only way** to hold yourself out as a CPA is to maintain an active CPA license. Remember, licensure is governed at the jurisdictional level. The provisions discussed in this article for CPA certificate holders are based on Missouri State Board of Accountancy (MOSBA) rules and may not apply to any other jurisdiction. It is always wise for CPAs everywhere to consider how they are holding themselves out.

We mention above that you can simply not renew your CPA license when it is your time to renew. To be clear, MOCPA

You're advised to contact your state CPA society and/or state board of accountancy with questions.

If you happen to have a CPA certificate hanging on your wall, here's how this concept


does not recommend this. Rather, CPAs should consider applying for inactive CPA licensure status instead. Applying for inactive status ensures that your CPA license is in good standing with MOSBA at the time you do not renew your license, and it is easier to reapply for active licensure status. You worked really hard to become a CPA and hold yourself out as such. MOCPA always encourages CPAs to keep an active CPA license for life!

As always, as you consider the status of your CPA license or certificate today and in the future, if you have any questions about application and use, please reach out to MOSBA **before** you take action. You can call them at (573) 751-0012 or visit their website at [pr.mo.gov/accountancy.asp](http://pr.mo.gov/accountancy.asp). 



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<sup>1</sup> 20 CSR-2010 4.035; §326.292 RSMo

## Missouri State Board of Accountancy Special Alert!

All Missouri CPA licensees should be aware that the Missouri Division of Professional Registration launched a new licensing renewal platform in January ([mopro.mo.gov](http://mopro.mo.gov)). When you go to renew your CPA license and your CPA firm permit (CPA firms only), additional steps are required before you are able to renew. Pay close attention to details provided in upcoming MOSBA and MOCPA communications, including the July/August edition of *The ASSET* and the June 6 Pulse newscast, live from MOCPA's Annual Member's Convention.

# Your Vote Is Needed on MOCPA Bylaws Revisions

At its meeting on April 29, MOCPA's Board of Directors approved housekeeping revisions to MOCPA's Bylaws, as recommended by MOCPA's Executive Committee.


On May 2, all MOCPA Fellow members in good standing were sent an email ballot with the proposed changes. In accordance with Article X of the bylaws, the proposal must be voted on by at least 5 percent of eligible voting members, and approved by two-thirds of votes cast within 30 days after distribution.

The proposed revisions are as follows:

- **Article II, Sec. 1A**—Expanding the Fellow membership category to include individuals who have held a CPA certificate or license ensures inclusivity, while reaffirming that the CPA designation remains the gold standard of professional achievement—regardless of current licensure status. This change allows all who have met the rigorous requirements to become a CPA to engage fully in MOCPA activities, hold leadership roles, and be recognized alongside their peers. (Note: This does not apply to CPAs who have had their license terminated due to ethics violations.)
- **Article II, Sec. 1B**—Removing CPA sponsorship as a requirement for Associate membership eliminates an obstacle for some prospective members. As the profession strives to remove barriers to entry and as firms hire more non-accounting majors, MOCPA seeks to have a professional home for all prospective CPAs and the staff of its members' organizations.
- **Article II, Sec. 1D**—To align with current practice, reference to an exam candidate has been removed from the Student member category. The Associate member category encompasses all non-licensed CPAs, which includes those pursuing the credential after college graduation.

- **Article V, Sec. 3**—Transitioning from an appointed to an elected process for the roles of secretary and treasurer aligns with the practice used in selecting other MOCPA officers, and it enhances transparency, accountability, and member input.

Ballots must be submitted by **June 2, 2025**. Because of the large number of votes needed, it is strongly encouraged that you cast a ballot. It should not take you more than a few minutes to complete. If you are an eligible voting member and did not receive the email ballot, or still need to vote, please log in with your member number at [mocpa.org/bylaws-vote](https://mocpa.org/bylaws-vote) to review

the proposal and cast your ballot. If you have any questions, please contact Dena Hull at (800) 264-7966 or [dhull@mocpa.org](mailto:dhull@mocpa.org). Thank you in advance for your participation! 



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# MOCPA 2025 Trends and Themes in Corporate Accounting and Finance

By Andrew Grow, CAE

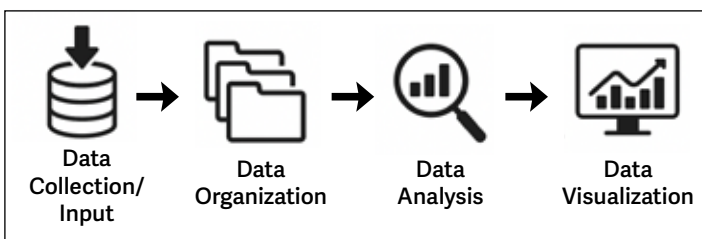
Each year, profession advocacy organizations like MOCPA spend a lot of time listening, monitoring, and supporting the profession's ecosystem. That's a big idea that encompasses interests aplenty, but one way MOCPA organizes those voices is by profession community. It is important to recognize both broad-based community and nuanced subcommunities that form the whole. For instance, in the broader corporate accounting and finance (CAF) world, corporate controllers, CFOs, internal auditors, FP&A teams, supply chain executives, AP/AR professionals, risk management directors (the list goes on) all have specialty functions that are unique to their role and individual expertise. CPAs thrive in an array of profession specializations (like these) and are often working in concert to help power their firm, company, governmental entity, or university. This article looks through the lens of AICPA's 2024 *Future of Finance Report*<sup>1</sup> and discusses the themes and trends we've heard from Missouri-based companies and leaders in CAF roles in 2024 and early 2025.

## AI and Digital Transformation

Artificial intelligence (AI) fatigue is real, and yet it has dominated discussions for more than two years. Practitioners have been experimenting with or building all kinds of generative AI applications and use cases, seeking best-in-class solutions that go beyond automation and toward insights. MOCPA leadership teams including our Board of Directors, CAF Advisory Council, and Business Transformation Committee quickly engaged with early AI solutions alongside CAF communities and companies. One question seemed to rise to the top of many conversations: who "owns" data integrity for business intelligence? The AICPA would suggest that CFOs regularly wrestle with trust issues about the data their teams are working with.<sup>2</sup> Fair, but in the broader data science world we know that

how data is gathered, structured, cleaned, and organized can be like playing a game of "telephone"—especially as data moves across systems, platforms or formats.

In the data science world, an oversimplification of how data can be leveraged to make business decisions looks something like this:



Throughout a year of conversations with MOCPA's CAF members and leaders, general consensus suggests that the CFO tree in a company's organizational chart "owns" the back half of this concept: analysis and visualization. There's an open question about what areas should "own" the front half, and in practice, size and scope of an organization likely dictate the answer. AI intersects with this conversation in the areas where CPAs thrive in corporate roles: finance, accounting, FP&A, internal audit, AP/AR, and supply chain management. AI case studies for each stage of this data science process have been and are of high interest, to reduce error, increase speed-to-insights, and decrease the "wobble" for guiding corporate decision-making over time.

## Leadership for Digital Transformation

On the "hot topic" conversation trail for CAF leaders this year has been how to best lead teams through constant and sometimes fast-paced business transformation—especially grappling with new technologies (like AI, above), integrating new processes/workflows, and learning new systems. While engaging with new technologies is rarely easy, implementation leadership can often be

the determining factor for a company struggling to adapt to or thrive in new technology environments.

While much of the profession focuses on leadership's role in identifying, implementing, and utilizing technology, we are seeing emerging interest in seeking broad input from teams for tech tools.

Departments where CPAs thrive that are able to bridge 1) areas for new technology integration with 2) experimentation and creativity (words not often associated with the profession, right?), are seeing

powerful results, fully engaged teams, and innovation. In other words: can you build the engine while flying the plane?

## Multigenerational Talent Dynamics

Yes, there are currently five generations coexisting in the workforce today, and much has been written about how we can all get along! While there is truth to be explored in broader business interactions, how much weight does this topic carry for CAF-specific departments and roles? Discussions with CAF leaders here in Missouri did not tend to focus on navigating multigeneration workforce dynamics. Rather, discussions around human capital movement, acquisition, retention, and succession planning dominated MOCPA conversations. Long-standing corporate strategies for hiring talent (often from CPA firms) have changed due to sustained talent shortages.

Every company is in a different stage for staffing CAF roles and departments where CPAs thrive, and oftentimes, company size is the primary factor for staffing considerations. What is different in conversations this year seems to be a "rubber banding" effect especially for large company CAF teams. Offshoring, outsourcing, tech-leveraging, and belt-

tightening often create at the same time 1) lean teams and 2) thin in-house expertise. We have heard unexpected conversations around home-growing talent, broadening CAF teams (rather than constricting), opening internships/apprenticeships, and realigning outsourcing strategies. In short, corporate leaders should consider strategies for how to best feed their CAF expertise with changing workforce dynamics.

Public Policy, Regulatory Environment, and Macroeconomics

There’s no getting around that some of the hottest issues of today involve national, state and local regulatory environments. We’ve mentioned before in annual CFO polling that this topic is regularly in the top three issues that keep CAF leaders up at night, simply because evergreen regulations are a rarity! This topic “bucket” can be broad and issues may be weighted by industry type or specific company.

Over the years it is often useful to keep a rolling list of top regulatory considerations—for both profession and industry—to navigate layers of regulation that impact you the most, using a list that looks something like this:

International
• Profession:
• Industry:
National
• Profession:
• Industry:
Jurisdictional
• Profession:
• Industry:
Local
• Profession:
• Industry:

Recognize that for each segment, it is critical to consider 1) Statute, 2) Rule, and 3) Interpretation (at times fuzzy).

In any annual cycle, political tides will impact regulatory change. Without belaboring the obvious, for the past decade widely differing public policy views create a high degree of regulatory uncertainty, then change. This makes

planning, budgeting, forecasting, and reforecasting more challenging than in previous eras. For CPAs in corporate roles, it is imperative to keep one eye on the landscape and one on building your business. To this end, MOCPA always recommends leaning into profession news, opinions, and trending topics to get ahead of or stay abreast of compliance-related activities. This year, the most popular regulatory and business environment discussions MOCPA has had with member leaders and companies include:

- St. Louis and Kansas City remote earning tax updates (employee nexus);
- BOI reporting;
- Pass through entity clarifying positions (QBI-related);
- Big ballot measures (e.g., online sports betting, paid sick leave rules);
- DOL overtime rules; and
- UAA regulatory changes for alternative CPA licensure pathways. (Yes, CAF leaders and members care a lot about this too!)

See the figure at end of this article for an example of additional hot topics to keep on your radar in 2025.

Organizational Restructuring and Integrated Teams

If there is a recent “trends” publication that outlines how CAF teams are organized, structured, and integrated with other teams, we haven’t seen one. This age-old discussion of *splitting* responsibilities into multiple roles or *stuffing* responsibilities into fewer roles is often the tale of company lifecycles. There are two macro considerations that shape corporate roles where CPAs thrive: 1) revenue lifecycle and 2) entity size. The latter is often a matter of breadth, and scalable for revenue growth.

If you took 100 different companies of similar sizes, you’d likely see 100 different org charts for reporting structures. OK, that’s hyperbole, but the truth of the matter is such that all businesses need core functions addressed: reporting, budgeting, financing, internal auditing, accounting, HR, operations, and more. At a small company, NFP, governmental entity, one or a few team members may be responsible for all of these roles! Naturally, larger and more complicated entities parse

out functions into roles, with broader teams. Remember, org charts are great for reporting structures, but they often do not provide insight into responsibilities.

Thus, discussions around integrated teams have taken off this year. How can cross-functional teams best thrive—especially those who “speak the same language”? That is, they share the “language” of accounting, finance, auditing, and other profession-related roles. One outcome from almost every MOCPA corporate engagement over the years is a sentiment that it is refreshing to gather cross-functional CAF teams together, to regularly discuss profession themes like the ones outlined in this article. We often hear one or two “I didn’t know you are/were a CPA!” Consider working with HR teams to identify actively licensed or inactive CPAs across your company or organization and bring your teams together for a common purpose.

Annual Timing Tiers: A Framework for Keeping Up with CAF Topics to Power You and Your Team

Oftentimes, profession topics/issues are sorted by content type, industry, technical specialty, or simply form/format. Over the years and unintentionally, MOCPA leaders have observed three tiers (timing tiers) of profession-related topics that CAF members regularly engage with that are mostly driven by business cycles:

- Evergreen skills and process principles;
- Slow-developing or long-trailing issues; and
- Very specific hot topics.

How we process each of these types of issues matters, and often hot topics trend toward developing or trailing issues, and the latter eventually gets baked into evergreen processes or skills. Conversely, a new piece of legislation can be an instant force multiplier for an evergreen process (e.g., tariffs on planning, budgeting, and forecasting). This lens is also helpful when assessing approximately how much time to spend engaging with learning in each tier. For instance, evergreen topics often require a “drip” of engagement on an annual, semi-annual, or quarterly basis. →

## Framework for Annual CAF Profession Issues and Topics



### Evergreen Topics

- National/jurisdictional regulatory updates
- Economic forecast updates (if possible, industry-specific)
- CFO and controller/director leadership
- HR and talent pipeline strategic considerations
- DEI and social/personal well-being
- CAF tech implementation and use (especially AI 2025)
- Regulatory and behavioral ethics (split)
- Planning/budgeting/forecasting best practices
- Roundtables and peer-to-peer learning



### Specific Topics from 2024 Carrying to 2025

- Principles of insurance carrier assessment and selection
- Foreign currency exchange risk and opportunity strategies
- Local employment tax law and remote worker considerations
- ESG (case studies only!)
- M&A considerations (both principles and advanced strategies) and specifically PE case examples
- Tech automation (case studies only!)



### Ultra Specific Q1 2025 Hot Topics


- 2025 *Current Expected Credit Losses (CECL) Standard Update* from December 2024
- Specifically New California *Anti Greenwashing Rules* (Voluntary Carbon Market Disclosures Act [VCMDA]) Update and Guidance
- *Untangling Tariffs*—(*Journal of Accountancy*)
- Missouri's Prop A—Paid Sick Time Benefits

Simply categorizing profession topics in this manner can help you and your company locate where to spend your time, energy, and resources for both professional development and to help power your business. The framework in the graphic above is an example of sorting topics into timing tiers.

### Summary

This article is an aggregate of hundreds of conversations across dozens of programs, committees, meetings, interviews, company visits, and individual discussions with CPAs in corporate roles and their teams. While many other topics are covered annually, MOCPA regularly tracks themes from those engagements and benchmarks against international, national, and regional discussions. To underscore one theme throughout this article, while common profession forces outlined here are felt by most companies, the lens through which those forces are considered and addressed can be different than those found in international, national and regional conversations.

One thing not mentioned in this article, which is more of an observation than a report is that, in general, “culture” matters—and it matters a lot. While culture is often

difficult to define (much less build), factors that feed culture include geography, community, family, personal/group values, and other intangibles. I would suggest that culture is perhaps the primary reason why many profession topics MOCPA engages in with members each year are about common profession issues but take on their own *flavor* compared to broader trends. MOCPA encourages all members and member companies to engage in annual discussions with us to help build and support Missouri CPAs and companies! 



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<sup>1</sup> “Strategic Insights from AICPA & CIMA’s 2024 Future of Finance Summit,” AICPA; December 2024.

<sup>2</sup> Brewer, Kevin. “Finance leaders have trust issues with their data,” JoA; Jan. 31, 2024.



### MOCPA CAF Community Inputs

Some of the groups that provide input on MOCPA’s resources and events for members in corporate accounting finance include:

- MOCPA Board of Directors;
- MOCPA Educational Foundation Board;
- CAF Advisory Panel members;
- MOCPA Pulse newscast interviews;
- Missouri corporate on-site visits;
- MOCPA CAF quarterly Roundtables and Thinktanks;
- Fall CFO Series;
- MOCPA partnership with FEI-KC; and
- Hundreds of individual member discussions.

Consider plugging in and getting engaged. Better yet, invite Andrew Grow to visit your organization and meet with your team! You can contact him at (800) 264-7966 or [agrow@mocpa.org](mailto:agrow@mocpa.org).



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wait to see  
you there!



# YOU'RE INVITED...

## COME SEE MOCPA'S NEW HOME

We've officially moved into our new office space. Now it's time to celebrate, and make it feel like home!

Join us for an Open House where you can:

- Take a tour of our fresh new space;
- Connect with fellow members and staff;
- Enjoy refreshments and light bites; and
- Snap a few photos in our new favorite spots.

Date: May 21

Time: 3:30-6:30 p.m.

Location: 530 Maryville Centre Dr., Ste. 210, St. Louis, MO 63141  
(right next door to our previous location!)

RSVPs encouraged at [mocpa.org/openhouse](https://mocpa.org/openhouse).

Whether you're curious to see the new setup or just want to catch up with your MOCPA community, we'd love to welcome you in!





# Private Equity for CPA Firms: The Pros, Cons, and Key Questions to Ask

By Jeff Arnol, CPA, JD; Matt Rampe, ASA, PCC

It seems that not a week goes by without an announcement about CPA firms being acquired, merged, or rolled into another firm, almost all fueled by private equity (PE) in some manner.

The PE Summit, sponsored by *Accounting Today*, provided valuable insights into the private equity landscape for CPA firms. Following the event, my colleagues and I met with several PE firms to better understand:

- What PE firms specifically look for in their targets;
- How deals are structured, and what the value proposition is to a CPA firm in terms of support services and internal resources;
- How oversight and governance work;
- The integration process; and
- Potential financial benefits.

The PE firms spoken with target mainly CPA firms with \$2–\$50 million in revenue.

Each firm has its own unique acquisition models, deal structures, approaches, and differentiators. Thus, anyone considering a PE partner must carefully evaluate the benefits, including the type of capital investment it wants, ownership retention, growth goals, appetite for risk, and its implications for culture and management. There is no single structure under which accounting firms are taking a PE investment.

## Advantages to Accounting Firms PE Can Provide

The PE firms cited these possible advantages to accounting firms:

- Talent acquisition and development—financial and human capital resources to recruit and retain top talent with higher salaries, profit-sharing models, innovative benefits, leadership development and training, and access to offshoring.
- M&A support—gaining access to capital for acquisitions, enabling expansion into new markets and service lines.
- Technological advancements—investing in new technologies, streamlining operations, and supporting digital transformation.

- Operational efficiency—reducing administrative burdens to partners, allowing partners to focus on strategy and growth. This can include services like payroll and benefit management, internal accounting, legal and compliance, and offshore resource management.
- Succession planning—developing strategies for leadership transitions, ensuring long-term stability; providing an early retirement option for senior partners, allowing younger talent to step into leadership roles.
- Value creation—from increased efficiencies, reduction of partner administrative time, better use of technology, greater accountability, business development, shared professional resources, and centralized management structure.

Each firm does it a bit differently, and some firms have been around longer and have done more deals than others, which means they are further along when it comes to execution, implementation, and integration.

Some PE firms have developed their own comprehensive back-office support department. They have hired individuals into leadership positions and others in key roles to enhance operations and support for partner firms. Some have dozens of employees supporting the member firms, while others have yet to build out their teams significantly.

## PE Firms' Model, Approach, and Differentiators

**Ideal target:** Some firms appear to have defined a highly selective list of target criteria, whereas other firms have a broader set of criteria. Some of this depends on how they structure their deals. Criteria evaluated by PE firms include:

- Minimum or targeted EBITDA;
- Profitability;
- Growth potential;
- Management structure;
- Partner ages and years to retirement;
- Partner unity and alignment;

- Objective evaluation of firm strengths and weaknesses;
- Willingness to adopt evolving industry trends and operational improvements;
- Specialized consulting and strategic services;
- Next generation talent;
- Shared philosophies and personality compatibility; and
- Employee turnover and related staff issues.

All PE firms state that they will continue to walk away from CPA firms that believe this route is a panacea for their internal problems, such as lack of leadership, succession, low profitability, poor operations, lack of growth, or those averse to innovation, accountability, transformation, and value creation.

**Deal structure:** Some PE firms adopt a “one-firm model,” where the acquired firm is fully integrated into a larger brand. Generally, the PE firm acquires 100 percent of the ownership interest. Other PE firms adopt more of an “independence model,” which takes a few forms, but each acquired firm retains an ownership interest while being part of a larger entity. Some PE firms will buy a 100 percent ownership interest; some, a majority interest; and others, a minority interest. Generally, the CPA firm maintains its local identity, leadership and autonomy.

Some PE firms have a hybrid model depending on their geographical coverage, size of target firms, industry specialization, and so forth. Regarding the actual transaction, issues that vary both among PE firms as well as individual deals include cash at closing, rollover equity, deferred cash, and go-forward compensation.

Each deal has its own nuances and unique terms. Most do not follow a cookie-cutter approach.

**Oversight and governance:** Some firms, primarily those that adopt the “one-firm” model, take a “hands-on, operator-led” approach. They leverage their operational expertise to drive improvements and actively unlock value within their portfolio

companies. They work closely with the CPA firm management teams to tailor strategies.

Other PE firms have a more “hands-off” approach, where the PE investor isn’t as actively involved in ongoing management and administrative duties. They provide resources, services and financial engineering, but the CPA firms continue to chart their direction and strategy with PE oversight.

**Time horizon and exit strategies:** Most PE firms are still in the early stages of their investment in CPA firms, especially those under \$50 million. Thus, although many may have defined their longer-term strategies and objectives, it is hard to draw any conclusions at this time.

Some PE firms said they have no plans to harvest their investments for many years; others haven’t built a large or strong enough network to even predict what their future play may be. Some PE firms will continue to grow their portfolios and create tremendous value for CPA firm owners and employees. This may lead to shorter-term holding strategies, and they may themselves take on additional PE investors or sell out. The advantage is that if there is a second sale, the firm could be valued at an even higher multiple.

As more PE firms enter the market, it’s natural to predict that not every PE firm’s model will create the desired value-build or generate the anticipated financial and operational benefits. This may force them to explore sale/investment/liquidation options. Time will tell.

**Other differentiators:** There are numerous differentiators among PE firms. These can include:

- Flexibility in deal dynamics;
- Additional capital to invest in growth or acquisitions;
- Firm valuations/EBITDA calculations;
- Integration process timeline;
- Equity incentive and profit-sharing models for partners and employees;
- Size of member CPA firms, including technical resources, specialization;
- Cultural and philosophical alignment amongst PE and member firms;
- Reputation of PE firm; CPA industry experience of leadership team/operational team/advisory boards; and
- Value creation time frame.

### Cons of Private Equity for CPA Firms

Before taking a step toward PE backing, it is also important to weigh the potential downsides.

### Loss of control and independence:

While PE may take a majority or minority equity interest in a firm, a key consideration in any deal is who is in control. Many CPA firms would prefer to remain independent if possible. A PE investment inherently requires alignment to certain financial targets and management to support those goals. Clients, staff and even partners may be removed from the firm if they become obstacles to reaching those goals. Decisions must always make sense through a financial lens, which may be contrary to how partners are used to making decisions. Even so, not all PE deals will reach their targeted goals, adding risk to the potential financial payouts that senior leaders will be hoping for.

**Pressure for short-term gains:** Private equity makes money by improving a firm financially, then exiting for a return on their investment. Typically, there is a 3- to 7-year horizon for this investment-to-exit cycle. The time value of money states that a dollar today is worth more than a dollar tomorrow, so getting out as fast as possible for as much as possible is the game. This can lead to pressure to achieve short-term financial results, so CPA firm owners will want to be sure they are not creating negative long-term consequences for the firm, its clients or staff to reach those goals. Not all PE firms are alike. While some may be committed to long-term stability, you’ll want to choose your PE partner carefully.

While PE is perhaps still in the honeymoon phase with CPA firms, in past decades private equity hasn’t always enjoyed the best reputation when it came to looking out for people, firm culture or communities. Negative consequences are certainly not guaranteed; it’s just prudent to be honest about the incentives in a partnership with PE and potential points of tension.

**Cultural challenges:** When facilitating strategic planning, we ask what people value most and what they hope for their accounting firm. Statements like, “We really care about our people,” “We have great clients,” and “We want to preserve our culture even as we grow” are common.


While PE may support your firm’s culture, it also may not. The extra time and prioritization that it takes to really show you care for your team and clients may not be in line with the rapid financial

growth and transformation of the firm. Even in the best case, owners may become distracted by managing and scaling their organization. In the worst case, the financial incentives are in conflict with important parts of your culture or firm values. Even if you do thoughtful due diligence on your PE firm and find a great fit, when they exit the firm, partners may have little or no significant input on who the next owners will be.

### Key Questions to Ask


To determine whether your firm wants or needs to consider becoming a part of a PE model, consider these questions:

- How fast does your firm want or need to grow?
- How much do your partners (including retirement-minded partners) and managers value near-term financial payout versus long-term benefits and intangibles like culture and independence?
- How much capital does your firm need—and for what uses?
- How successful is your leadership team at acting in a timely way to make needed changes to the firm?

In summary, investments from PE firms allow accounting firms to adopt agile methodologies and foster a culture of innovation to stay ahead of competitors. When exploring PE options and the various available approaches, firms must carefully weigh the benefits against financial and strategic challenges and complexities in order to help ensure your firm’s path is aligned with the future you most want to create. 



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# Your Professional Persona Is Your Strongest Asset

By Cristian Rath, CPA

What does it really mean to “look professional” or “act the part?” For young CPAs just starting out, or even those a few years in, those expectations can feel a little vague, subjective, and sometimes a bit intimidating.

But here’s the truth: your professional persona is one of your most powerful career assets. It’s the reputation you build, the credibility you carry, and the trust you earn both in and out of the office. And unlike your college transcript or CPA exam score, this is one asset you *have the power to shape daily*.

So, what exactly is your professional persona? This can be defined as the combination of skills, behavior, appearance, and values that form how you’re perceived as a professional. It’s not about pretending to be someone you’re not; it’s about *intentionally becoming* who you want to be. Here’s what that looks like.

### Technical Skills: The Basics That Aren’t So Basic

Yes, technical skills are a necessity, but they’re also evolving constantly. The CPA profession is no longer just about debits and credits. It’s about:

- Adapting to new technology;
- Interpreting complex tax law; and
- Advising clients strategically.

Young professionals should focus on building a strong technical foundation while also committing to staying current. Subscribe to tax updates, attend webinars, ask questions during engagements. The more you seek to *understand* (not just do), the faster you’ll stand out.

### Appearance: First Impressions Are Still a Thing

No, I’m not saying everyone needs a designer suit or high-end watch. But the way you present yourself still matters because people form impressions fast. Ask yourself: “If someone pictures a professional in my role, do I reflect or elevate that image?”

This includes:

- Dressing appropriately for your firm’s culture;

- Speaking with clarity and confidence; and
- Maintaining good hygiene and presentation.

You never want your appearance to distract from your message. Instead, aim to *reinforce* it.

### Soft Skills: The Differentiator That Pays Dividends

Soft skills aren’t just “nice to have.” They’re often what make or break career growth.

Some of the most important soft skills include:

- **Communication.** Can you explain complex concepts to a client who doesn’t speak “tax” or “audit?”
- **Emotional intelligence.** Can you pick up on a frustrated client’s body language before things escalate?
- **Problem solving.** Can you think critically when the numbers don’t add up?

These skills require self-awareness and practice. Take the time to develop them early, and you’ll position yourself for faster upward mobility.

### Leadership: You Don’t Need a Title to Lead

Too often, we think leadership starts when you get a corner office or direct reports. But the truth is, leadership starts with ownership.

Ask yourself:

- Do I take responsibility when mistakes happen?
- Do I speak up with ideas, not just problems?
- Do others trust me to follow through?

Even as a new associate, you can lead by example, whether it’s mentoring an intern, improving a process, or staying positive under deadline pressure. Leadership is less about being “in charge” and more about *being someone others want to follow*.

### Community: Extend Your Impact Beyond the Office

Your professional persona doesn’t clock out when you leave the office. Volunteering, sitting on nonprofit boards, or engaging in service projects connects

you with people who share your values and builds your reputation outside traditional business circles. It also shows clients and peers that you care about more than just numbers. That can go a long way.

Want to stand out? Find a cause that matters to you and get involved. Whether it’s teaching financial literacy at a local school or helping with a fundraiser, those experiences build leadership, empathy, and relationships.

### Growth: Your Career is a Long Game


One of the most underrated traits of successful professionals is a hunger to keep growing. How can you do this?

- Stay up to date on changes in tax, audit, and advisory work.
- Seek mentors who challenge you.
- Be open to feedback—even when it’s hard to hear.
- Ask questions—lots of them.

You’re not expected to know everything early in your career. But if you show you’re *eager to learn*, your potential will speak louder than any résumé line.


### Build Your Career


Your professional persona isn’t a mask; it’s a mirror. It reflects how seriously you take your role, how much you respect the people around you, and how committed you are to your future.

The early years of your CPA career are a launchpad. Build your skills. Sharpen your communication. Carry yourself with confidence. Lead with humility. Show up for your community. And never stop growing. Because when you invest in your professional persona, you’re not just advancing your career. You’re shaping the future of the profession itself. You’ve got this! 



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# Join the Hype at MOCPA's Pulse Watch Party

Come find out why hundreds of MOCPA members haven't missed an episode of The Pulse! The next broadcast will be coming to you live from MOCPA's Annual Members Convention at the Lake of the Ozarks, **June 6 at 9 a.m.** Why watch alone when you can be part of the action?

## FEATURED GUESTS:



LEXY KESSLER, CPA | PATTY FAENGER | ADAM WARD, CPA

The fifth episode will feature interviews with thought leaders:

- Lexy Kessler, CPA, chair of the AICPA;
- Patty Faenger, executive director of the Missouri State Board of Accountancy; and
- Adam Ward, chair of MOCPA's Business Transformation Committee.

The Pulse covers the latest profession issues and showcases a variety of perspectives from your own backyard, in real time. Come learn from others' success stories and best practices, with a focus on fostering community support!

Register for the **virtual newscast** at [mocpa.org/pulse](https://mocpa.org/pulse) or sign up to come **in person** at [mocpa.org/convention](https://mocpa.org/convention).

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# A Champion for the Profession: Chuck Pierce Reflects on 16 Years of Advocacy



**Looking on with Rep. Mike McGirl, CPA, as Gov. Parson signs MOCPA's legislation to clarify language on the pass-thru entity tax**



**Accepting the gavel as MOCPA's 2007-2008 Board Chair**



**Visiting Congressman Blaine Luetkemeyer with fellow MOCPA leaders to discuss accounting as STEM legislation**

For the past 16 years, Chuck Pierce has been the driving force behind MOCPA's government advocacy efforts—tirelessly championing the CPA profession at the state capitol and beyond. Whether he was leading “Legislation 101” sessions (complete with a “Schoolhouse Rock” flair on how a bill becomes a law), hosting CPA Day events, testifying on behalf of the profession, or patiently answering member questions about client and regulatory issues, Chuck has brought clarity, humor, and heart to every challenge.

Known for his humorous anecdotes, late-night session monitoring, and ability to translate legislative jargon into plain English, Chuck has become a trusted voice not only within MOCPA but also among legislators, lobbyists, and government officials seeking a deeper understanding of financial issues.

Chuck's commitment to the profession extends far beyond advocacy. A MOCPA member for 38 years—and counting—he's generously given his time and leadership through service on the Strategic Planning Committee; chairing the Legislative Committee, Central Chapter, and Educational Foundation; and ultimately leading MOCPA as Board Chair in 2007-2008, before moving to his government advocacy consultant role.

As Chuck now transitions into retirement, he reflected on the highs, the hurdles, and the humor that marked his impressive tenure.

**Why did you decide to become a CPA?** I actually stumbled into the career. I didn't have any idea what a CPA was until I got to college. I was first moved to major in accounting at Lincoln University after I learned that my career options were much better with that major than a general business degree. As I took more accounting classes I developed a great appreciation for the profession and became motivated to not only get an accounting degree, but to also become a CPA.

**What led you to a career in government advocacy?** I started my career in government auditing. I also ran for public office and then entered the private sector. During my time in government and my foray into politics I was exposed to government advocacy. My father was heavily involved in government advocacy throughout his life and had his own lobbying firm. When I had the opportunity to move my career into this area and start my own firm, it was a natural progression.

**What were your thoughts as a CPA taking on the role for CPAs and the profession?** It has been a tremendous honor to represent the CPA profession. Being a CPA gives me greater insight into why the issues I advocate for are important to the profession.

**What are some of the most notable changes you've seen over the years within the legislative process?** Probably the biggest changes I have seen revolve around the full implementation of

legislative term limits. When I started in this role, we had many CPAs who had long-term bonds with their legislators. Once term limits were implemented, the number of those relationships faded. While we still have CPAs who have relationships with legislators, they are fewer. Term limits, though important, reduce MOCPA's ability to build long-term connections and trust in our ongoing advocacy efforts.

**What lessons have you learned during your time in government advocacy?** The importance of always maintaining your integrity. That is a central tenet of the CPA profession but is also valuable as a lobbyist. Legislators rely on lobbyists to provide them with the information they don't have that they need to make a decision on issues. If you are honest with them, regardless of how it impacts your cause, they respect that. Even if it costs in the short run, I have found the credibility gained pays off in the long run.

**What is your proudest accomplishment with MOCPA advocacy?** The legislation we have passed to maintain and improve mobility for our profession. The model of substantial equivalency and mobility that we developed by passing and updating the Uniform Accountancy Act over the years has been a tremendous benefit to the profession. It has truly been a model for other professions.

**What have been some of your favorite experiences in this role?** The interactions with other CPAs on government advocacy.

Providing legislative updates to our members to keep them informed on changes has been very rewarding. I enjoy talking to others about the legislative process and helping them develop an insight into how this rather unusual process works.


**What are you looking forward to in retirement?** Having more time to spend on other things that are truly important. I have had a great and rewarding career. Developing that career has taken a lot of time and effort. I am looking forward to devoting that same level of intensity and time to my family and personal interests. I do not have regrets, but it is time for a reset of priorities while I still have my health.

**Why is it so important for MOCPA to participate in the legislative process?** There is an old saying in advocacy, "If you are not at the table, you may find yourself on the menu." If you don't let your view be known, you can't expect it to be adopted. For our profession, this applies not only to

advocating for our positions, but also to educating. Take taxes, for example. Most tax legislation is driven by the policy, not the practicality of how to achieve the policy. Ours is frequently the only voice on the how, not just the why of a tax change.

**What would you like members to better understand about the legislative process as it pertains to the profession?** To not view the legislative process in a negative way. It is unusual, sometimes illogical, and can be hard to understand, but most of the time it works.

**What advice would you give to aspiring CPAs—especially to those interested in advocacy work?** Get involved. Identify causes that are important to you personally and get involved with them. Whether it is the CPA profession, or some civic or charitable cause, they all have some level of advocacy. It is much easier to advocate for something you believe in. Also, get involved with your local candidates. It provides you with a path to advocate for your causes if you choose

to and generally makes you a better citizen. **Final thoughts?** I thank all of you for giving me the privilege of representing your views all these years. It has truly been a great honor. 



**Chuck Pierce** is the president of Pierce Company, LLC in Jefferson City and has served as the government relations consultant for

the Missouri Society of CPAs.

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 [linkedin.com/in/chuck-pierce-876a9619/](https://www.linkedin.com/in/chuck-pierce-876a9619/)

## Do your clients want to do "good" with their Missouri taxes?

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## Keeping Our Foot on the Accelerator

While we have reached our initial goal of establishing a **\$1 million** scholarship endowment, the job is not done.

MOCPA's Educational Foundation recently awarded **\$41,500** in scholarships for the 2024-2025 school year.

By the numbers:

**16 Missouri universities** represented with winners.

**5 high school seniors** earned **\$500** each.

**39 college students** received **\$1,000** each.

**30 percent** of recipients are **first-generation college students**.

**32 percent** of winners hail from underrepresented communities.

**150+ qualified applicants** did not receive a scholarship due to limited resources!

We want to do more—and with your help, we can. Your support can make the difference for students striving to finish their degrees and enter the profession.



**LEGACY ENDOWMENT**  
**Scholarship Fund**

**Make a donation today**, and hear a heartfelt message from some of our scholarship recipients at [mocpa.org/contribute](https://mocpa.org/contribute).

**THANK YOU FOR YOUR SUPPORT!**

## Advantage of Dental and Vision Insurance Options for MOCPA Members

MOCPA offers Delta Dental and DeltaVision plans to members looking to secure these options.

- Through Delta Dental, members have the freedom to visit the network dentist of their choice and to select any dentist on a treatment-by-treatment basis. Additional benefits include no waiting periods, no balance billing, and an open enrollment period.
- DeltaVision offers members customer-focused solutions for today's cost-conscious environment. These eye health benefit plans are customized to meet your unique needs for service, value, access and choice.



For more information, please contact MOCPA Benefits Consultant Pete Shea at (800) 264-7966, ext.121 or [pshea@mocpa.org](mailto:pshea@mocpa.org).

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# Is Your Client Perfect for the Super Catch-Up?

By **Sandi Weaver, CPA, CFP, CFA**

Do you have older clients with extra cash—perhaps from an inheritance, a bonus, or a generous severance package this year? If those clients are between 60 and 63, this is a great year to take advantage of the “super catch-up” contribution for 401k pensions on a pre-tax basis, which will lower taxable income.

The normal catch-up limit in 2025 for those 50 or older is \$7,500. The super catch-up is \$11,250 for clients ages 60 to 63, starting this year. If the latest retirement projection for your client shows a less-than-robust probability of success, this may help plug that hole.

This \$11,250 super catch-up applies to 401k, 403b, government 457, and Thrift Savings Plans. The deferral limit is 150 percent of the normal “age 50” catch-up contribution limit for 2025 (\$7,500). The limit will be indexed for inflation starting in 2026.

If your client is covered by a SIMPLE 401k or SIMPLE IRA pension, the super catch-up is \$5,250 in 2025, instead of the normal \$3,500 (or \$3,850) catch-up for SIMPLEs.

One more item to check: the employer’s plan description must allow for age 50 catch-ups. If your client’s pension does not, then there’s no super catch-up to work with.

The age 60-63 timeframe is typically the peak earning years for your client. Children are typically through school, and college tuition payments are over. This may give your clients an opportunity to drop out of a higher tax bracket, letting Uncle Sam pay part of these super catch-up savings. If your client is age 60, they can contribute \$23,500 to a 401k (or 403b or 457b). Add in this \$11,250 catch-up, and they can save a total of \$34,750, a significant sum to keep off the tax return. If your client participates in a SIMPLE pension, then they can contribute \$16,500 plus a super catch-up of \$5,250, for a total of \$21,750.

Having a discussion early in the year can let your clients adjust their budget

and cash flows to take advantage. Not everyone can sock away \$34,750 into a 401k in a single year but doing that at age 60 to let the money grow tax-deferred until it’s withdrawn late in the retirement phase can pay off. They may have a deferred compensation plan at work which they can use, they can plan to direct bonus money toward this goal, or they may delay that family vacation splurge to 2026.

According to Vanguard’s 2024 “How America Saves,” only 14 percent of employees contribute the maximum to their pensions. For pensions allowing catch-up contributions, only 15 percent of those 50 or older contributed the additional catch-up dollars. You can help many of your clients by showing them the calculations and savings.

If your client is a high-income earner, 2025 may be their only opportunity to make the super catch-up on a deductible basis. Starting in 2026, those whose prior year Social Security wages were over \$145,000 (indexed for inflation from December 2022) will be required to use after-tax Roth contributions. So the opportunity to have Uncle Sam foot part of the funds, through lower taxes, for the super catch-up will be a one-year phenomenon for them.

If, as is most likely, your client has limited cashflow to fund savings, they can consider tax-shifting whereby they defer large savings from their paycheck into their pensions and simultaneously tap a taxable savings account to compensate for the lower net pay amount on each paycheck. In essence, this drains a taxable account and builds a tax-deferred account. Your client will want to have enough years to make



this pay off; life expectancy should be normal or better. It’s more advantageous for clients who will enjoy a lower marginal tax rate once they retire. They want to ensure they will still have sufficient taxable savings remaining after this shifting for emergencies and planned short-term cash needs.

The super catch-up may be perfect for only selected clients, but it’s a nice gem to take advantage of when possible. You can help your clients by exploring the possibilities for their situation.



**Sandi Weaver** is the owner of Weaver Financial in Mission, Kan.

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[linkedin.com/in/sandiweaveratfsa/](https://www.linkedin.com/in/sandiweaveratfsa/)

# Seasonal Employment: What Businesses Should Know



**Seasonal employment** refers to temporary work positions created and filled to meet heightened business needs during specific times of the year. These positions typically last for less than 6 months and may include industries like retail, hospitality, agriculture, and accounting.

## Misclassification risks and legal consequences

Misclassifying seasonal staff — such as classifying these workers as independent contractors instead of as employees — can lead to significant legal penalties for businesses. Employers must provide accurate classifications to ensure:

- Adequate tax withholdings
- Compliance with wage and labor laws
- Appropriate benefit entitlements

## Laws and regulations for seasonal employment

Compliance with federal, state, and local laws is essential when hiring seasonal employees, including meeting requirements for:

- Minimum wage and overtime
- Child labor laws
- Federal Family and Medical Leave Act and other paid leave

## Tax withholding

Seasonal employees are subject to the same tax withholding and reporting rules as full-time employees. This includes Social Security, Medicare, and income taxes.

## Maximize your seasonal workforce while staying compliant

Seasonal employment offers businesses an efficient way to meet fluctuating demands. By understanding the applicable employment laws when hiring seasonal workers and following the best recruitment practices, employers can enjoy enhanced operational flexibility and cost savings.

Access the full article on seasonal employment laws at [go.paychex.com/mocpa-may25](https://go.paychex.com/mocpa-may25).

Paychex is a proud partner of MOCPA.  
[MOCPA@paychex.com](mailto:MOCPA@paychex.com)



## SOCIETY SPOTLIGHT



### Professional Development for Busy Women: The CliffsNotes!

There is a plethora of literature out there, but with work and personal commitments, who has time to read it all? No worries! Your fellow MOCPA members have done the hard work for you!

Please join us for the 15<sup>th</sup> edition of Professional Development for Busy Women: The CliffsNotes! Speakers will deliver high-level summaries of the key points from a professional development book that they personally found to be helpful, inspiring and educational. Now is a good time to invest in improving your skills in leadership, communication, innovation, time management, productivity, and mindset!

September 26, 9-11 a.m. | Virtual and in-person (St. Louis)

**REGISTER TODAY** at [mocpa.org/chapters/](https://mocpa.org/chapters/)



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### Join the Conversation at MOCPA's Strategic Roundtables

Connect with peers in your niche area to assess critical challenges and exchange ideas in a discussion-based forum. Leave with enhanced knowledge and an enriched network.

#### **CFO/Controller Roundtable**

St. Louis: June 20 | 6-Hour Thinktank

#### **Firm Administrator Roundtable**

Virtual: May 15

#### **Small Firms Leadership Roundtable**

**–Back by Popular Demand!**

St. Louis: June 12

**REGISTER TODAY** at [mocpa.org/roundtables/](https://mocpa.org/roundtables/)

### Update Your MOCPA Profile for 2025



As you plan your professional goals for this year, please take a minute to log into your MOCPA member profile page at [mocpa.org/profile](https://mocpa.org/profile). Update your contact information, as well as your preferences and areas of interest, to ensure you're receiving the resources most applicable to you.



# Welcome!

The MOCPA network continues to grow!

The following members joined the society in January and February. Please take time to welcome them and invite them to participate in events and programs with you.

## Fellow Members

**Tosha Anderson, CPA**  
The Charity CFO, LLC

**Matthew Barnes, CPA**  
KPMG LLP

**Samuel Barron  
Hernandez, CPA**

**Sarah Bauman, CPA**  
HSB Advisors, LLC

**Mackenzie  
Bradshaw, CPA**  
Missouri State Auditor's  
Office

**Allen Brinkman, CPA**  
Welch, Couch & Company

**Maci Friedrich, CPA**  
RubinBrown LLP

**Samuel Grasso, CPA**  
CBIZ CPAs LLC

**Taylor Hadler, CPA**  
Tag Truck Center

**Kanyun Hong, CPA**  
Moss Adams, LLP

**Matthew Howell, CPA**  
Armanino

**Eleanor Kohlberg, CPA**  
Anders CPAs + Advisors

**David Linderer, CPA**  
David P. Linderer, CPA

**Ghilmarie Lugo Diaz, CPA**  
RubinBrown LLP

**Colson Moore, CPA**  
University of Missouri-  
Columbia

**Samantha Mueller, CPA**  
Mueller, Oberkfell & Jones

**Kale Ohmes, CPA**  
Dowell Tax Consulting

**Sarah Peterson, CPA**

**George Rettig, CPA**  
Alitus Consulting

**Samuel Rinke, CPA**  
KPMG LLP

**Noah Roettger, CPA**  
RubinBrown LLP

**John Schneider, CPA**  
RubinBrown LLP

**Kelly Van Kirk, CPA**  
Forvis Mazars

**Charles Welsh, CPA**  
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## PROFESSIONAL LEARNING

### BOOST YOUR 2025 LEARNING AT MOCPA'S SPRING CONFERENCES

Register today at [mocpa.org/conferences](https://mocpa.org/conferences)!



#### Governmental Accounting Conference

May 20-21 | Virtual

Come discover why this has been the most highly attended event for Missouri CPAs and financial professionals working in governmental accounting and auditing for more than 50 years! This event will cover a variety of session topics—totaling 12 CPE hours plus two hours of optional ethics—that best meet your learning needs!



#### Employee Benefit Plans Conference

May 27 | Virtual

As an auditor, you need the most up-to-date information and tools to navigate your clients' plan issues. At this specialized conference, hear the latest from the U.S. Department of Labor and other experts on current rules and regulations, and gain ideas for increasing the effectiveness and efficiency of your audits.



#### Personal and Professional Development Conference

May 29 | St. Louis and Virtual Option

Join your peers at this new, dynamic half-day event featuring four sessions focused on enhancing your personal and professional life. Discussions include thriving through challenges, building resiliency, mastering the art of influence, leading with impact, and more! This hybrid conference allows you the flexibility to attend in person or virtually.



#### School Audit Conference

June 5 | Virtual

Whether you serve a school district from the inside or as the external auditor, staying up to date on the latest knowledge is crucial. This conference offers strategies to improve audit quality with practical tools and resources from state and local experts.



#### Corporate Accounting and Finance Conference

June 17 | Virtual

This program provides you with the technical and strategic topics you need to excel as a finance executive. Attendees will learn about the top trends and topics impacting CPAs and business professionals that will help you grow every facet of your organization!



#### Multi-State Technology Conference

June 19-20 | Virtual

With the ever-increasing pace of digital change, you won't want to miss this year's Technology Conference. You can participate in up to 16 hours of educational sessions, presented by nationally recognized speakers who will provide helpful tips and advanced techniques to make you more productive and efficient.

## JOIN MOCPA'S 2025 CFO SERIES

**IN-PERSON OR VIRTUAL—  
THE CHOICE IS YOURS!**

Each session covers four topics focused on skills that will help you and your organization enhance planning strategies, foster innovation to thrive, and provide metrics to better support decision-making. Register for two or more sessions and save!

May 23—Advanced Profit Enhancements  
Sept. 10—Minding the GAAP  
Sept. 23—Enhancing Productivity  
Oct. 29—Leading and Reporting  
Nov. 18—Doing the Right Things Right (includes ethics)  
Dec. 11—Preparing for Trouble

Get full details and register at [mocpa.org/cfo-series](https://mocpa.org/cfo-series)!

## FUEL YOUR GROWTH AT MOCPA'S FEATURED PROGRAMS

As you develop your learning plan for the year, be sure to check out these prime opportunities!

**Tariffs and Taxes: Landscape for Agriculture**  
May 14 | Virtual

**Critical Real Estate Taxation Issues**  
May 21 | Virtual

**MOCPA's The Pulse—Complimentary program!**  
June 6 | Virtual

**MOCPA's Small Firms Leadership Roundtable**  
June 12 | St. Louis

**MOCPA's CFO Executive Strategic Thinktank**  
June 20 | St. Louis

**K2's Artificial Intelligence Conference**  
June 30 | Virtual

**MOCPA's Economic Update Series—Complimentary program!**  
July 18 | Virtual

**Financial Statement Preparation: Compilation & Review Update**  
Aug. 20 | Virtual

For additional details and to register, visit [mocpa.org/cpe](https://mocpa.org/cpe)!



## 2025 Annual Members Convention

*June 5-6 | Camden on the Lake Resort, Lake Ozark*

### SEE YOU THERE!

Summer will be here soon, and there's no better way to kick off the season than by attending MOCPA's Annual Members Convention. This unique event allows you to build connections and learn in a laid-back setting. You will:

- Spend the day collaborating with peers, and then unwind during the members' reception and optional boat ride.
- Expand your skill sets at sessions that include: Economic Review and Forecast with Chris Kuehl; AICPA Profession Issues Update with Lexy Kessler, AICPA Vice Chair; Business Transformation Tips; Ethics; and more!
- Attend a live session of MOCPA's newscast, The Pulse
- Receive special pricing for additional attendees from the same firm or company.

MOCPA's Annual Members Convention is an experience that's unlike any other. You'll be glad you came!

Sign up today at  
[mocpa.org/convention](https://mocpa.org/convention)!

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## Blowing Off Steam

Firms help their staff alleviate tax season stress in a variety of ways.



### Abacus!

Every year on March 1, the firm celebrates a Day of Positivity. This year's festivities included Abacus! Spirit Day competition, fun gifts, games, and a lunch and learn—planned by their Positive Attitude Values Award team.



### CBIZ CPAs

Busy Season Games take place weekly at CBIZ, and the winning team takes possession of the traveling trophy. The challenges culminate with a lively dodgeball match! The firm also participates in the annual Junior Achievement Bowl-A-Thon fundraiser.



### KPM CPAs & Advisors

Some of KPM's busy season fun included Super Bowl Red Friday and visits from food truck favorites like Not'cho Ordinary Taco and Down South Fried Fish Co.



### Anders CPAs + Advisors

On 314 Day (March 14 and St. Louis' area code), the Anders team donned their St. Louis gear. The firm also hosted Spirit Week, complete with this gaggle of silly geese!





## Elliott, Robinson & Company

The crew from Elliott, Robinson & Company can't help but smile when they are greeted by the Brockrito truck—home of the Taco Dog!



## Prosper CPAs

The team at Prosper works on a 2,000-piece Disney puzzle to help quiet their minds and bring a sense of calm—though they were slightly stressed about finishing it before April 15.



## Smith Patrick CPAs

It's all fun and games at Smith Patrick—at least some of the time! Take a look at their team in action with a lively game of charades and an indoor "snowball fight!"



## Thousand CPA

You can't beat chicken and caffeine to get you through long days! A much appreciated client brings a Scooter's coffee break each year, and the firm supplied other goodies such as Chick-fil-A and the ice cream truck!



## Compere Robinette CPAs

Popcorn + The Accountant 2 = the perfect reminder of how epic CPAs can be!

# Top Six Accounting Practice Management Software Solutions

By Dimitar Vladimiroski

For accounting firms, efficiency is a top priority. But with clients' ever-growing demands and the complexities of tax regulations, staying organized and productive can feel like an uphill battle. In fact, a recent study found that 45 percent of accounting professionals express an intention to automate repetitive and time-consuming accounting tasks, including data entry.

This is where accounting practice management software plays an essential role. With the right software, accounting firms can streamline workflows, onboard new clients, gather necessary documents, and send bills, allowing accountants to focus on more complex tasks.

This article examines how good practice management software can lay the foundation for a successful accounting business.

## What Is Accounting Practice Management Software?

Accounting practice management software helps firms organize and streamline operations. It centralizes and automates daily duties, including task management, scheduling, client communication, and billing and payments—allowing firms to improve efficiency, reduce errors, and enhance productivity.

For example, task management automation ensures that once a client's documents are uploaded to the portal, the system can automatically assign relevant tasks to specific team members based on predefined workflows, eliminating the need for manual task delegation.

Similarly, invoicing is streamlined through automation. The system generates invoices and can automatically add in tracked hours for easy billing. Once the invoice is sent, automated payment reminders are triggered if invoices go unpaid, saving time and improving cash flow.

## Top Features of Accounting Practice Management Software

An accounting software solution is only as good as the benefits it can provide. Below are a few features that can boost productivity and increase client satisfaction.

- **Task management:** Manage the preparation of a client's financial statements, assign tasks to different team members, set deadlines, and track progress within the system.
- **Client communication:** Strengthen

client relationships with centralized communication and secure document access. Clients can also receive automated notifications when their tax returns are ready for review.

- **Three-way reconciliation:** Sync payment data automatically with your accounting software, eliminating manual work and ensuring compliance.
- **Invoicing:** Create and send professional invoices in one click through your practice management software. Clients can conveniently pay online using their preferred method for a smooth payment experience.
- **Online payments:** Offer a seamless way for clients to settle their invoices and improve your firm's cash flow.
- **Secure document management:** Store and manage client files efficiently and ensure compliance with data security regulations.
- **Real-time reporting and analytics:** Gain valuable insights into key performance indicators, such as billable hours, project profitability, and client satisfaction.

## Six Accounting Practice Management Software Solutions

An accounting firm's tech stack needs to be reviewed and updated. Choosing the right accounting practice management solution can significantly impact your firm's efficiency and profitability. The following is a list of some of the leading solutions to help you make an informed decision and improve your accounting firm's workflow.

- **Walters Kluwer CCH iFirm Practice Manager** is designed for small- and medium-sized accounting firms, and offers tools for time tracking, billing, and project management.
- **TaxDome** is an all-in-one practice management system that streamlines workflows, client communication, document management, and secure file sharing.
- **SmartPath** focuses on helping firms optimize their pricing and profitability with tools for capacity planning and resource allocation.
- **BQE Core** provides features and tools for managing client onboarding, workflow automation, and reporting.
- **Qount** is a cloud-based solution for managing accounting and bookkeeping tasks and provides tools for time tracking, invoicing, and expense management.


- **CPACharge** is a payment solution designed specifically for accounting professionals. It provides benefits such as secure online payment features to help you get paid faster, user-friendly invoicing for easy billing, three-way reconciliation to ensure compliance, and built-in reporting to access key business insights. CPACharge also integrates with solutions such as:
  - **Bill4Time**—Automates your billing so you get paid faster.
  - **Fresh Proposals**—Creates professional proposals and helps you get paid quickly.
  - **IRS Solutions Software**—Streamlines your tax preparation process.
  - **Rightworks**—Securely processes payments.
  - **TPG**—Provides a seamless payment experience.
  - **SmartPath**—Improves your SmartPath workflow with integrated online payments.

## Enhance Billing and Payment Processing with CPACharge

While many practice management tools offer basic billing features, they often lack the robust credit card payment and specialized functionality of a system like CPACharge.


With CPACharge, your accounting firm can simplify the entire payment process, from invoice creation to payment processing. With built-in three-way reconciliation, your firm can also ensure compliance while eliminating manual data entry.

Furthermore, you can securely store client payment information for future use—simplifying recurring billing and saving valuable time. Plus, you'll benefit from competitive processing rates negotiated specifically for accounting professionals.

Book a demo today at [cpacharge.com/mocpa](https://cpacharge.com/mocpa) and see how CPACharge's accounting practice management solution specifically meets the needs of CPAs. 



**Dimitar Vladimiroski** is a content writer for leading legal software companies, including CASEpeer, CPACharge, and Docketwise.

 [cpacharge.com/mocpa](https://cpacharge.com/mocpa)



## MERGER/ACQUISITION

### Selling or Buying a Practice? Close This Year!

Accounting Practice Sales is the largest marketer of CPA firms in the United States with more than \$1.7 billion in practice sales. The reason? Proven success! Contact us to receive a FREE valuation of your practice or for a confidential, no obligation discussion of your situation at (888) 847-1040 x2 or [Wade@APS.net](mailto:Wade@APS.net). Featured Listings for Sale (gross revenues shown):

- NE Kansas (CPA) \$900k
- McPherson County (CPA) \$203k

#### Recent Sales:

- SOLD—West Wichita (EA) \$350k
- SOLD—Wichita Area (CPA) \$587k
- SOLD—St. Louis VIRTUAL (CPA) \$214k
- SOLD—Boone County (CPA) \$792k
- SOLD—St. Louis (CPA) \$185k
- SOLD—Suburb of St. Louis (Tax) \$800k
- SOLD—North of the River KC Metro (CPA) \$210k
- SOLD—Southeast MO (Tax) \$350k
- SOLD—Southeast MO (Tax) \$295k
- SOLD—Creve Coeur (CPA) \$280k
- SOLD—Springfield Area (CPA) \$247k
- SOLD—Southwest MO (EA) \$200k
- SOLD—South Springfield Metro (EA Owned) \$1.7MM
- SOLD—Leawood KS (CPA) \$400k
- SOLD—Western St. Louis (CPA) \$320k
- SOLD—East Jackson County (CPA) \$330k

For more information on available listings or to be notified when we have new opportunities for sale, please email [Holmes@APS.net](mailto:Holmes@APS.net) or visit [www.APS.net](http://www.APS.net).

### Selling Your Firm in 2025?

#### We Can Help!

Selling your firm is complex. Let us make it simple. With 31 years of combined experience, we know how to simplify the sale of a CPA firm using our proven, personalized and confidential processes to bring you the results you are seeking. As Certified Business Intermediaries, we're dedicated to providing a seamless experience, combining professional wisdom with a personal touch. Our brokers are the only Certified Business Intermediaries (CBI) specializing in the sale of CPA firms in the country. When you are ready to sell, we have the buyers, financing contacts and the experience to assist you with the successful sale of your firm! Contact us TODAY to take the first step!

#### Current Listings:

- NE KC Suburb Gross \$415k
- SW MO Gross \$620k
- Virtual Payroll Service Business Gross \$717k

#### Recently Sold Listings:

- Mission, KS Gross \$564k
- St Louis County Gross \$932k
- Overland Park, KS Gross \$580k
- St Peters Gross \$1.08M
- Franklin County, MO Gross \$570k
- Overland Park, KS Gross \$1.1M

Kathy Brents, CPA, CBI

Cell (501) 514-4928

[Kathy@AccountingBizBrokers.com](mailto:Kathy@AccountingBizBrokers.com)

[www.AccountingBizBrokers.com](http://www.AccountingBizBrokers.com)

## TAX CREDITS

### 70 Percent NAP Credits Support Horses of Hope MO Inc.

Make a REAL DIFFERENCE in the lives of children, families, and adults needing physical, mental, social, and emotional therapy services, all provided in an accredited, nature-based farm setting, with horses and farm animal-assisted therapies implemented by specially trained therapists through therapeutic programs. Call Shelly McColm at (620) 429-0390.

### 70 Percent NAP Credits Support ACSRC

Support a great cause and get big tax benefits! The Audrain County Shelter Resource Coalition (ACSRC) has 70 percent Neighborhood Assistance Program (NAP) tax credits available. Tax credits are worth 70 percent of your gift, in addition to standard state and federal deductions. Donations assist in providing case management to individuals facing or experiencing homelessness. Contact Ra'vae Moore at [ravae@acsrcmo.org](mailto:ravae@acsrcmo.org) for more information.

### 70 Percent NAP Credits Support BHHM

Support a great cause and get big tax benefits. Baptist Homes & Healthcare Ministries (BHHM) has 70 percent Neighborhood Assistance Program (NAP) tax credits available. Tax credits are worth 70 percent of your gift, in addition to standard state and federal deductions. Donations assist long-term care for senior adults at Baptist Homes of Arcadia Valley campus. Contact Nick Davis at [ndavis@bhhm.org](mailto:ndavis@bhhm.org) for more information.



**Do you need project  
accounting, audit,  
financial analysis or  
tax help?**

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# LET'S GO TOGETHER TOWARD TOMORROW

This past year, the Missouri Society of CPAs has experienced incredible momentum—and it's all thanks to you.

As a community of 9,000+ professionals, our members have shown what it means to lead the profession forward with commitment, innovation and pride. Here's a look at what we've accomplished together in the past year:

- Impacted **2,800 students** during classroom visits. MOCPA members gave **96 presentations** at **84 schools**. MOCPA's efforts ranked **#2** nationally among state CPA societies.
- Launched The Pulse complimentary professional updates newscast, with **1,200+** attendees collectively tuning in.
- Engaged **4,000 professionals** through learning and networking opportunities.
- Monitored **280+ legislative bills** impacting the profession. We met with nearly all Missouri Congressional offices to support the Accounting STEM Pursuit Act.
- Provided guidance for **318 CPA candidates** about the licensure process via our CPANext program.
- Reached our **\$1 million** goal to create the Legacy Endowment Scholarship fund, and **awarded \$41,500** in scholarships to aspiring CPAs.
- Worked collaboratively across Missouri's **32 schools of accounting**, with MOCPA members serving on accounting advisory boards, meeting regularly with educators, and continually working to support students and the future of the profession.

As we look to the year ahead, get ready for even more opportunities to connect, grow, and lead. This is what happens when we move forward—  
**together toward tomorrow.**