



Help Wanted!

The Skills Finance Leaders Need Today

Agenda

Market
point of view

Practitioner
point of view

Your
point of view
(Q&A)

AFP Membership



Certification



AFP Events

AFP 2023
OCTOBER 22-25 | SAN DIEGO



AFP Learn



Live Virtual
Courses



Self-Paced
Courses



Webinars



AFP on campus:

- **Kelley School (Indiana University)**
 - AFP Financial Planning & Analysis Workshop
- **Florida International, NYIT, Rice University, U-Dallas**
 - Certification preparation for continuing education for FPAC, CTP
- **Calhoun HDP (Virginia Tech)**
 - Inter/Trans-disciplinary collaborations across degrees



About us

Geetanjali Tandon:

- 20+ years of experience in FP&A across financial services, biotech and agriculture, retail, SaaS
- AFP board member
- Member of Forbes finance council

Mario Vasquez, FPAC:

- 20+ Corporate FP&A, specialty in broadcast media
- First group to get FPAC
- MarVas publishing to focus on business texts

Bryan Lapidus, FPAC:

- Create and curate content for AFP members
- 20 years in various finance roles (FP&A, treasury, audit, risk)
- Visiting professor of practice, Virginia Tech CHDP

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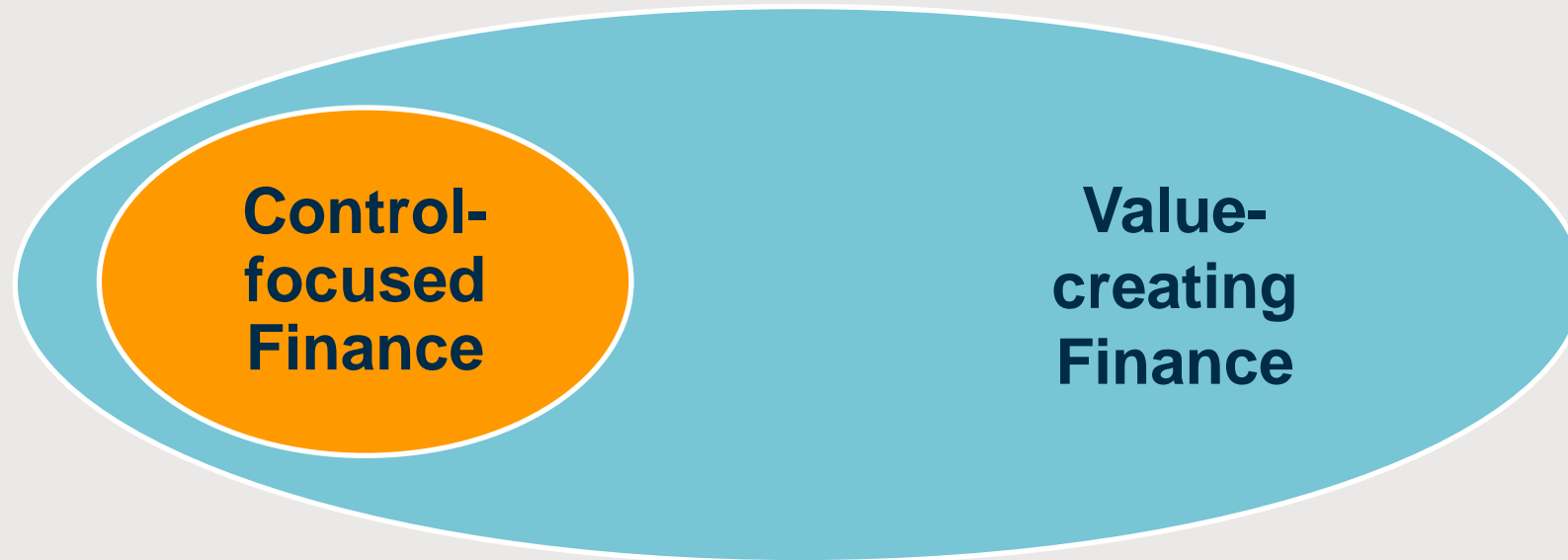




The CFO is the steward of capital

...managing the sources and uses by reporting where it was, optimizing circulation for deployment, and supporting decisions of where the next unit should go

Where it was: Reporting & Control	How it moves: Treasury	Where it goes next: Decision Support
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CFOs make sense of a VUCA world:



**Loss of Russian
market & assets**



**Natural resource
shortages**



**Cascading
supply
shortfalls**



**Mounting
inflation**



**Economic
slowdown**



**Regulatory
change**



**Technology
disruption**



**Geopolitical
realignment**



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37 Key Finance Activities

Finance leaders are searching for ways to improve their departments, but competing priorities leave them wondering where to focus attention, time and money. With the right plan, you can focus on innovation and maturing your function. We can help you build a world-class finance organization: Identify key finance activities, prioritize with confidence and master organizational execution.

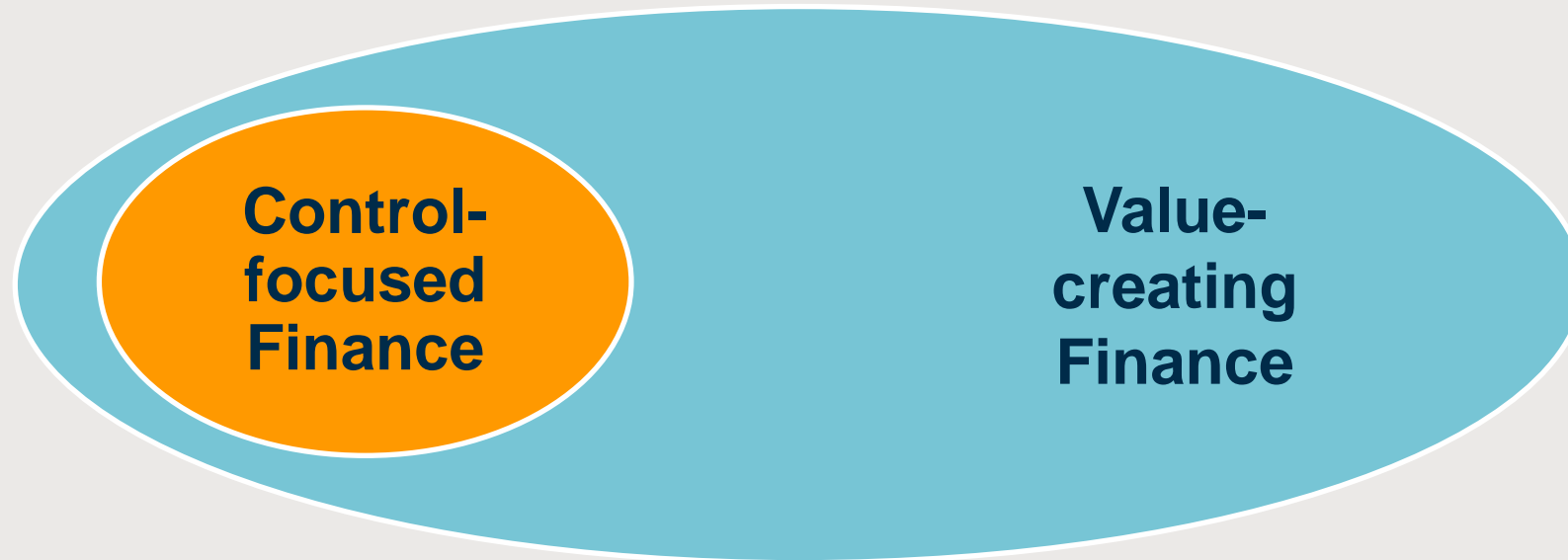
Manage Functional Performance	Manage Finance Talent	Manage Funding	Manage Business Performance	Close the Book	Comply with regulatory requirements	Manage Financial Information	Provide Decision Support	Manage Tax Liability	Manage Investor Relations
<ul style="list-style-type: none"> Manage finance organizational design Govern finance process improvement Manage finance IT portfolio 	<ul style="list-style-type: none"> Assess finance talent Attract finance talent Develop finance talent 	<ul style="list-style-type: none"> Manage capital structure Manage working capital Forecast and manage cash flows 	<ul style="list-style-type: none"> Manage financial planning Manage target setting process Build operating budget Manage forecasting process Manage business investments 	<ul style="list-style-type: none"> Manage the close process Govern transaction processing Consolidate financial close data Reconcile and finalize data Prepare tax provision 	<ul style="list-style-type: none"> Manage compliance with accounting standards Manage internal control Prepare tax filings Prepare external financial reports 	<ul style="list-style-type: none"> Govern financial data Select metrics and KPIs Create management information 	<ul style="list-style-type: none"> Scope and prioritize analytic requests Manage finance analytics Manage cost allocation Build and deliver presentations 	<ul style="list-style-type: none"> Manage tax planning Manage tax risk Facilitate transfer pricing 	<ul style="list-style-type: none"> Disseminate investor information Manage Investor Messaging Target investors Manage activist investors



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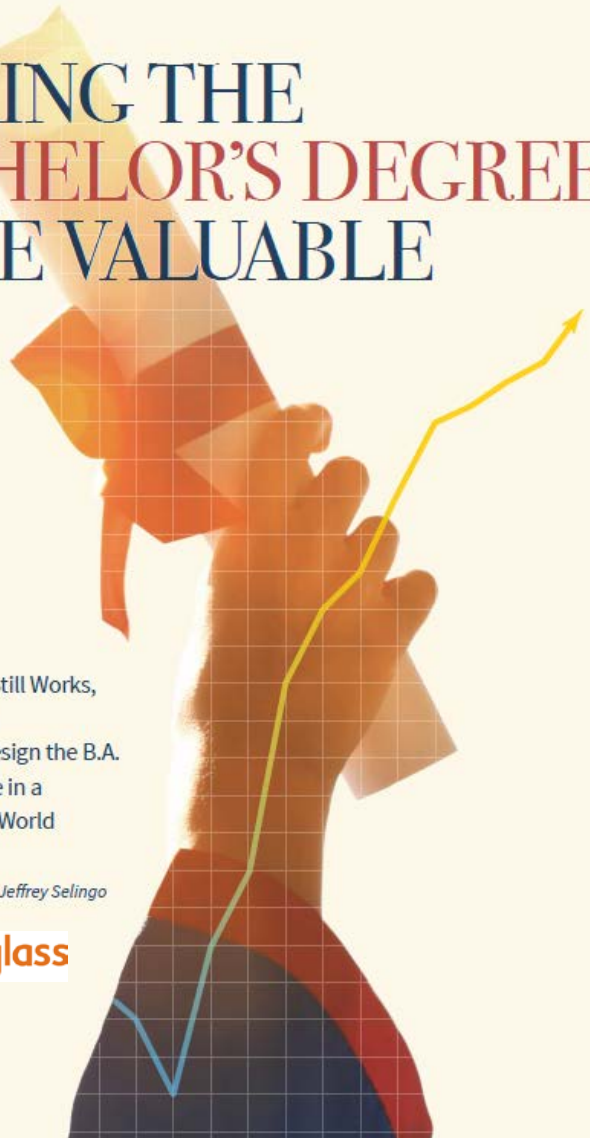
Where it was: Reporting & Control	How it moves: Treasury	Where it goes next: Decision Support
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Discussion Questions:

- How have you seen the changing role of the CFO in your own career?
- What has been your recent experience hiring for early-career teams?



MAKING THE BACHELOR'S DEGREE MORE VALUABLE

Why the Degree Still Works,
Where It Doesn't,
and How To Redesign the B.A.
To Be Worth More in a
Degree-Optional World

By Matt Sigelman and Jeffrey Selinger



“Colleges and universities are mistaken if they think they can continue to coast on the historical value of the B.A.

- A decreasing percentage of HS graduates opting for college
- A “demographic cliff” of graduating seniors

The B.A.'s with the biggest [value: wage premium + mobility] have a mix of **Specialized** (i.e., specific and concentrated) and **Foundational** (i.e., broadly applicable) skills.

There are four key areas:

- Introduce skills and career planning earlier
- Breaking the B.A. into smaller, usable credentials
- Certifying the skills with the greatest wage premium into B.A.'s
- Revising the general curriculum regularly to keep pace with the changing demand for skills.

3 **Certify the skills with the greatest wage premium into B.A.'s, especially in non-STEM degrees.**

“It’s no longer enough to just be thinking about helping our students across the completion finish line,” said Courtney McBeth, senior vice president and chief program officer at Strada Education Network. “We also need to think about the outcomes beyond completion.”

Strada is supporting an effort at the University of Texas system to insert workplace skills into the four-year degree, particularly in majors that typically make the lowest salaries. These microcredentials might range from digital skills to data analysis to business skills, such as project management. Colleges have identified the majors using data from SeekUT, an online tool which tracks earnings data of the system’s graduates.

The City University of New York has also added a slate of microcredentials for students enrolled in a traditional bachelor’s degree program. The microcredentials are offered in cybersecurity, data analytics, finance, marketing, project management, software engineering, systems administration, and user experience design. The 100-hour online “intensives,” which usually last anywhere from one to two months, were developed in conjunction with 30 of the largest employers in New York City.

Financial Analysis	63,068
Accounting	39,154
Budgeting	35,887
Financial Reporting	20,508
Variance Analysis	10,524
Financial Modeling	10,243
Economics	9,651
Financial Statements	9,421
SAP	8,351
Financial Planning	8,205
Spreadsheets	7,720
GAAP	7,248
Account Reconciliation	7,147
Business Administration	7,117
Enterprise Resource Planning (ERP)	7,092
Financial Management	6,779
Project Management	6,330
Key Performance Indicators (KPIs)	6,171
Process Improvement	6,008
SQL	5,683

Top 20 Specialized Skills

For 63K “financial analyst” positions

FinanceAndAccountantCareers.com/

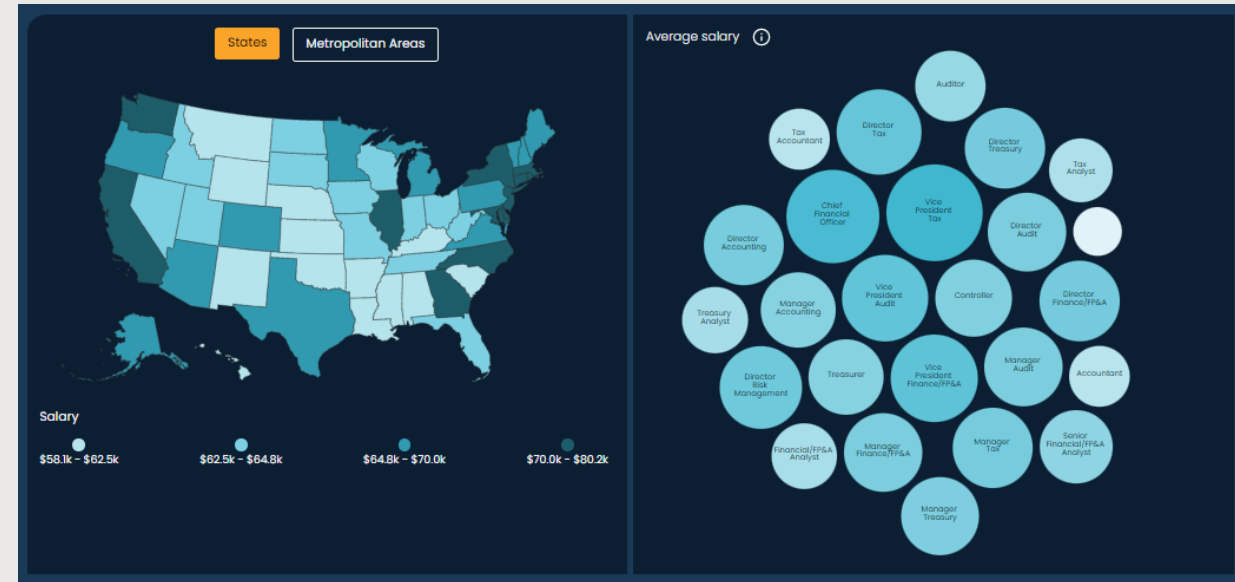


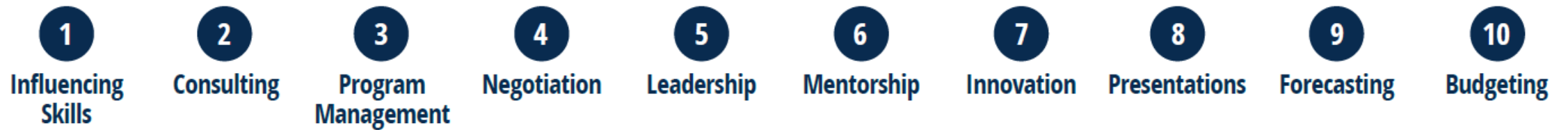


FIGURE 3

The Most Valuable Foundational Skills

Compared to specialized skills that tend to be more specific and are usually concentrated within a few fields, foundational skills are more broad-applicable.

Top 10 foundational skills based on a weighted average of their breadth, value, and growth:



Panel:

- Which of the following do you expect from early career practitioners?
- How do you look for them when you hire them?

AFP's Offer for IACBE Schools

AFP will provide:

- Access to AFP's FPAC Exam Prep Platform (\$1,095) for \$50 per enrolled student, payable by university.
- Discount on FPAC application and registration fees (\$1,025), allowing students to apply directly through AFP for \$495 up to three years from the date of enrollment in the FPAC Exam Prep Platform.
- Complimentary instructor access to exam preparation instructor materials and initial application and registration fees for FPAC.
- Only students enrolled in the FPAC course will be granted access to the FPAC Exam Prep Platform, and only those students will be eligible for the discount on FPAC application and registration fees.
- University will be recognized as an FPAC University Program and be listed on the FPAC certification site.

University will provide:

- Page on university site dedicated to FP&A curriculum, mentioning and linking to both AFP and FPAC offer
- Description of Finance and Accountant Careers, with link to www.financeandaccountantcareers.com.
- Defined curriculum that aligns with FPAC certification, to be approved by AFP.
- University-issued press release announcing relationship.



Thank you

Bryan Lapidus, FPAC

Association for Financial Professionals

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RICE UNIVERSITY
Susanne M. Glasscock School of Continuing Studies



Certified Corporate Financial Planning & Analysis Professional™ (FPAC™)

GET STARTED



FIU Business Home / Executive Education /

BUSINESS FINANCIAL PLANNING & ANALYSIS (FPAC®) CERTIFICATE PROGRAM

Register

Successfully plan and analyze your company's finances, learn best FP&A practices and elevate your leadership skills

The current economic climate makes the role of corporate financial professionals more critical than ever. But solid financial modeling and forecasting know-how is just one part of the FP&A professional's toolkit. Cross-functional understanding of accounting, finance, corporate strategy and industry trends/dynamics are also needed for success in the profession.

FIU Executive Education's Business Financial Planning & Analysis (FP&A) program goes beyond technical issues to provide you with best practices. It enhances leadership skills, executive presence and the ability to effectively "tell the story." Learn the latest technology and best practices for analyzing trends, building forecasts and creating financial models. Strengthen critical FP&A skills in areas including financial projections (planning, short-term cash flow analysis and forecasting), internal controls and financial reporting.

Overview

[Schedule & Registration](#)

[Key Topics](#)

[Program Faculty and Experts](#)

[About the FPAC Credential Exam](#)

[Financial Assistance & Discounts](#)

[Frequently Asked Questions](#)

[Attend an Info Session](#)

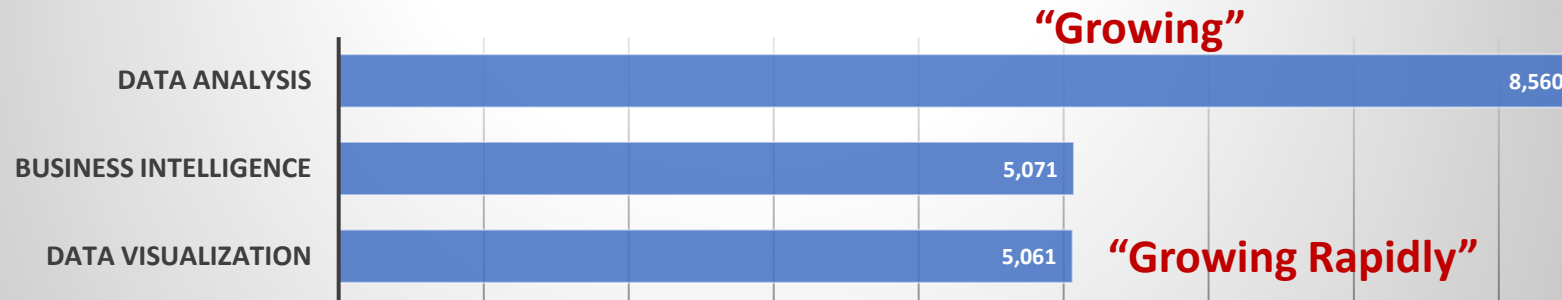
[All Business Finance Programs](#)

Stay in the Know

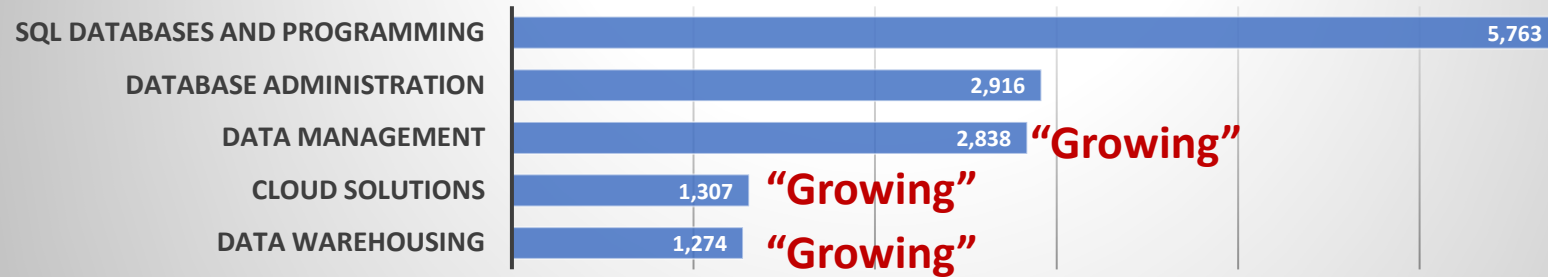
Sign up to receive notices about program discounts, new start dates and registration deadlines.



Top Analysis Skill Cluster

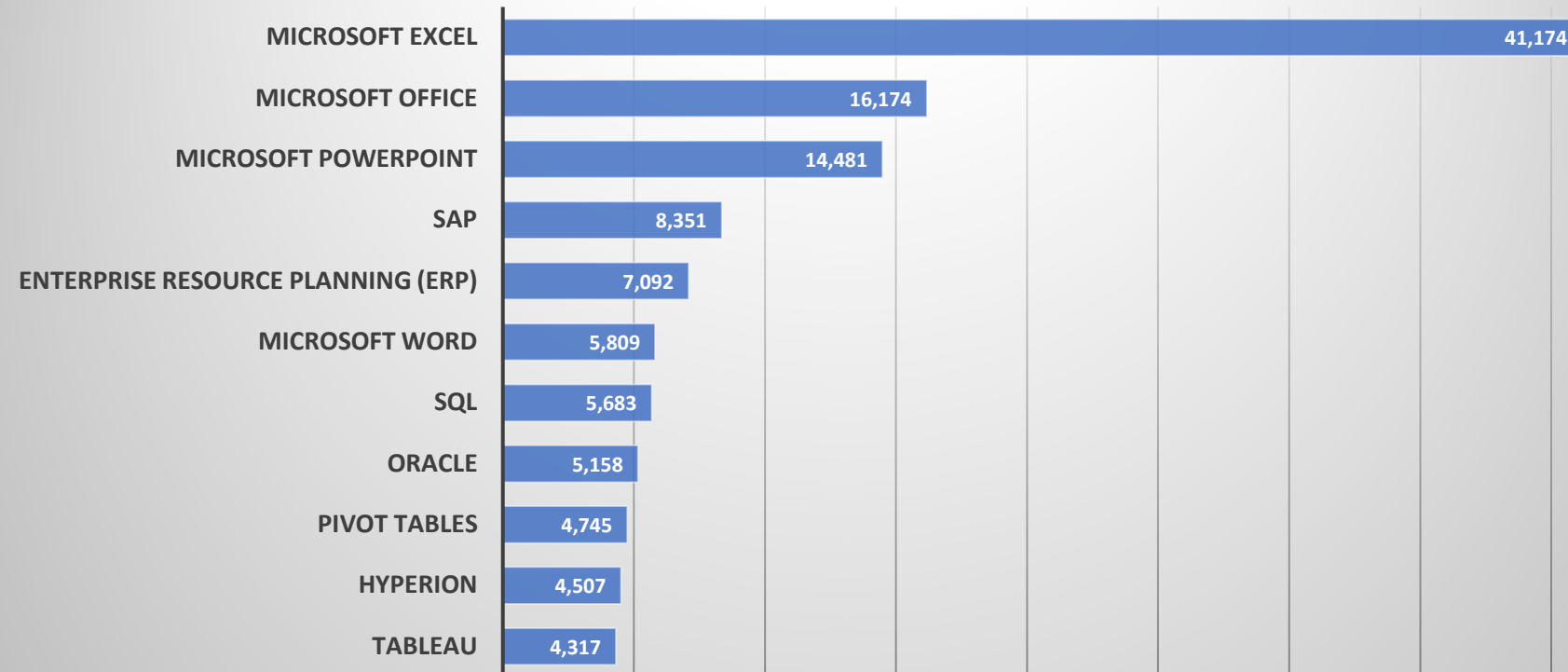


Top IT Skill Cluster





Software





Top Finance Skill Cluster



Top Business Skill Cluster



"Growing Rapidly"

The CFO is the steward of capital

...managing the sources and uses by reporting where it was, optimizing circulation for deployment, and supporting decisions of where the next unit should go

