

A 3D compass rose with a red arrow pointing towards the word 'MISSION'. The compass has a central hub and several long, thin needles radiating outwards. The word 'MISSION' is written in a large, black, serif font, arched over the top of the compass. The background is a light, yellowish-white gradient with a subtle grid pattern.

MISSION

NASBA

National Association of State Boards of Accountancy

Strategic Plan

2016 - 2020

2015 Strategic Planning Task Force

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Introduction

Established in 1908, The National Association of State Boards of Accountancy (NASBA) serves the Boards of Accountancy that license public accounting firms and certified public accountants in the United States and its territories. NASBA maintains a regular cycle of strategic and operational planning that ensures the organization stays focused on its' core mission to *“enhance the effectiveness and advance the common interests of the Boards of Accountancy.”*

This document sets forth NASBA's 2016-2020 strategic plan as developed by a team consisting of sitting Board of Accountancy members, board executive directors, members of NASBA's board of directors, and NASBA executive staff. The plan was approved by the NASBA Board of Directors on October 23, 2015.

As an update to the 2012 strategic plan, the 2015 plan adds several new areas of emphasis for NASBA as we work to meet the needs of our members. Key changes include;

- Increased emphasis on the importance of building strong relationships with our member boards as well as other stakeholders and business partners,
- More focus on NASBA's advocacy role on behalf of the Boards of Accountancy,
- Addition of diversity and inclusion among our leadership, volunteers and member boards as a key organizational objectives,
- Expanded legislative and regulatory support,
- Addition of leadership development as a critical element in developing our volunteers and our member boards,
- Emphasis on identifying and responding to emerging issues that impact the regulatory work of the boards, and the profession.

NASBA's strategic plan forms the foundation upon which staff conducts its annual operational planning. All operational goals are evaluated to ensure they are aligned with our mission and strategic plan. Together, the member based strategic plan and the staff driven annual operational plan, guide the organization as it continues to be mission driven, member focused.

2015 Strategic Mission, Vision, Values and Objectives

Our Mission

Enhance the effectiveness and advance the common interests of the Boards of Accountancy.

Our Vision

An effectively regulated accounting profession's impact on the economy can be profound. Confidence in those professional services positively impacts the economy and is in the public interest.

NASBA will provide the Boards of Accountancy the highest level of support in their regulation of the profession by:

- Providing visionary leadership
- Speaking as a trusted collective voice for the Boards on national and international issues
- Supporting Boards as effective stewards of the public interest
- Performing all services with excellence
- Promoting ethics and integrity

Our Values

Our values drive how we go about meeting the spirit of our mission and vision.

NASBA is committed to:

- Above all, preserving the public trust through effective regulation of the accounting profession
- Treating all of our members, business partners and other stakeholders fairly and with respect
- Maintaining a diverse, healthy, fun work environment where teamwork, creativity and accountability are encouraged
- Practicing effective stewardship of our resources in order to provide the highest level of services possible to our members
- Ensuring the highest quality, integrity and excellence in all that we do

Our Objectives

Relationships

Establish and maintain effective relationships with Board of Accountancy members, Board staff and other stakeholders by:

- Actively engaging the Boards in dialogue in order to understand their needs and perspective on issues that affect the regulation of the profession
- Identifying Boards' priorities and coordinating NASBA resources to provide them with timely service
- Providing forums for Boards to share best practices, discuss common issues and build inter-board relationships
- Familiarizing Boards with NASBA
- Building strong working relationships with standard setters, Federal regulators and relevant professional organizations

Advocate for Effective State Based Regulation

Support the authority of the Boards of Accountancy to regulate their licensees by:

- Working to protect the sovereignty of the Boards of Accountancy
- Communicating the Boards' regulatory authority to all external stakeholders in national and international arenas
- Supporting the Boards' efforts to achieve, maintain or enhance appropriate operational and financial independence
- Working with national and international regulatory and professional bodies to advance the common interests of the Boards

Enforcement

Enhance and maintain enforcement capabilities of Boards of Accountancy by:

- Actively seeking input from the Boards to understand their needs
- Providing timely resources to assist them
- Promoting consistency and uniformity where possible
- Building strong, cooperative relationships with Federal and State regulators
- Working to ensure there is an effective and transparent Peer Review program

Operational Excellence

Pursue operational excellence in all areas by:

- Continuously working to improve quality and efficiency
- Monitoring internal and external stakeholder satisfaction
- Ensuring sustainable growth that is mission driven, member focused

Diversity

Promote diversity and inclusion among NASBA leadership, volunteers and the Boards by:

- Developing a diversity program that ensures NASBA is open and inclusive of women and minorities while providing opportunities for service and leadership

Legislative & Regulatory Support

Provide a comprehensive monitoring and response network to Boards of Accountancy on regulatory and legislative issues that affect the Boards, the public and the profession by:

- Monitoring State and Federal legislation and notifying Boards of pending legislation affecting their jurisdictions
- Monitoring changes to Board rules and regulations
- Maintaining an extensive legislative affairs network and leveraging those contacts to benefit the Boards
- Supporting Boards facing political threats to their mission to protect the public
- Assisting Boards with resources needed to address legislative and regulatory issues
- Working to promote uniform statutes and rules across the Boards of Accountancy

Ethics

Promote ethical behavior in the profession by:

- Educating all relevant stakeholders in the critical importance of high-level ethical behavior
- Encouraging Boards to maintain ethical standards for their licensees

- Emphasizing the importance of moral reasoning and ethical behavior
- Supporting the NASBA Center for the Public Trust

Education & Training

Help the Boards of Accountancy develop the capacity of their Board members, staff and legal counsel by:

- Offering a comprehensive curriculum of training in support of the Boards' unique needs
- Conducting regular and recurring high value meetings with a primary focus on relevant education and information sharing

Emerging Issues

Ensure that the Boards are apprised of emerging issues that may affect their regulation of the profession by:

- Monitoring developments in education that may impact the quality of candidates for the CPA license
- Monitoring professional standards setting processes to ensure an open and transparent process
- Maintaining an ongoing environment scan in order to identify emerging issues early
- Communicating emerging issues to the Boards in a timely manner

CPA Pipeline

Promote the CPA license to ensure an adequate supply of CPAs to meet the needs of the public by:

- Working with relevant stakeholders to develop and execute a strategy to increase the number of graduates who choose to become licensed CPAs

Leadership Development

Implement a leadership development program that builds a strong base for NASBA and the Boards by:

- Encouraging volunteer involvement in NASBA's committees and appointments to external bodies
- Identifying potential leaders
- Providing potential leaders with mentoring, training and development opportunities
- Increasing the visibility of NASBA leaders to external stakeholders

Technology Support

Provide technology leadership and support to the Boards of Accountancy by:

- Monitoring technology trends and Boards' needs
- Implementing appropriate technology solutions
- Ensuring the effective ongoing use of technology