

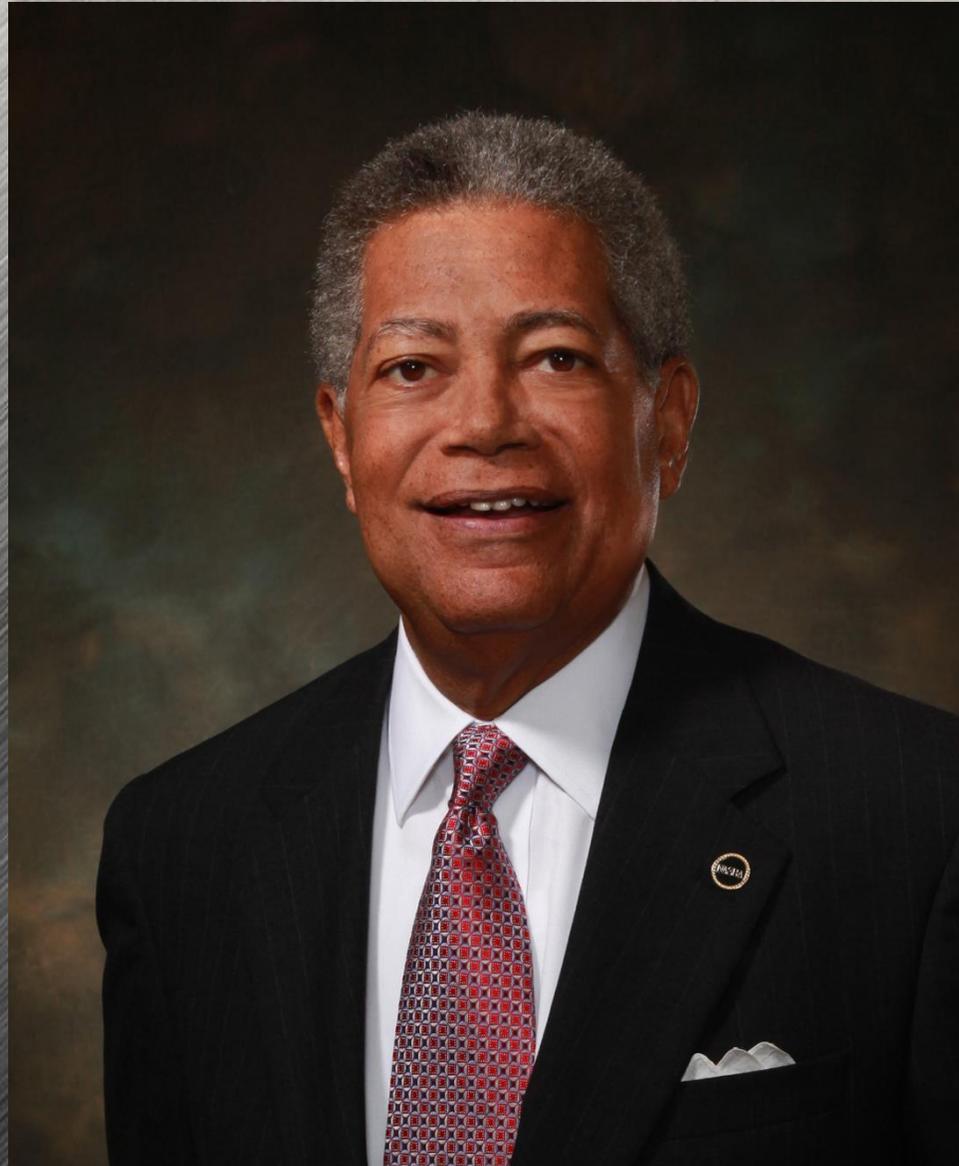
# *Building* **TRUST**

## PRESIDENT'S REPORT: STATE OF NASBA

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**KEN L. BISHOP**  
NASBA PRESIDENT & CEO





**Theodore W. Long, Jr.**  
2017-18 NASBA CHAIR

**Financial Growth**

**STRONG**  
**In Capacity and Capability**  
**Participation of Membership**

**And Most Importantly...**

**Enhancing the effectiveness of State  
Boards of Accountancy and ...**

**Maintaining a high level of trust**

# MISSION SPENDING IN SUPPORT OF STATE BOARDS

NET ASSETS TREND  
FY 2014 - 2018  
In Millions



TOTAL MISSION SPENDING  
FY 2014 - 2018  
In Millions



\$11,500,000

# Infrastructure Investment

NASBA



Nashville



New York



Guam

# IT Update

NASBA

NASBA  
cpeaudit**service** 

**aws**  **Gateway 2.0**

**Security Enhancements**

**Data Privacy**

A photograph of two business people shaking hands, centered over a faint world map background. The person on the left is wearing a dark suit, and the person on the right is wearing a light-colored suit. The word "Relevance" is overlaid in large white text across the handshake.

# Relevance

# INTERNATIONAL RELEVANCE

NASBA



Jean M. Twenge, PhD  
author of *Generation Me*

iGen

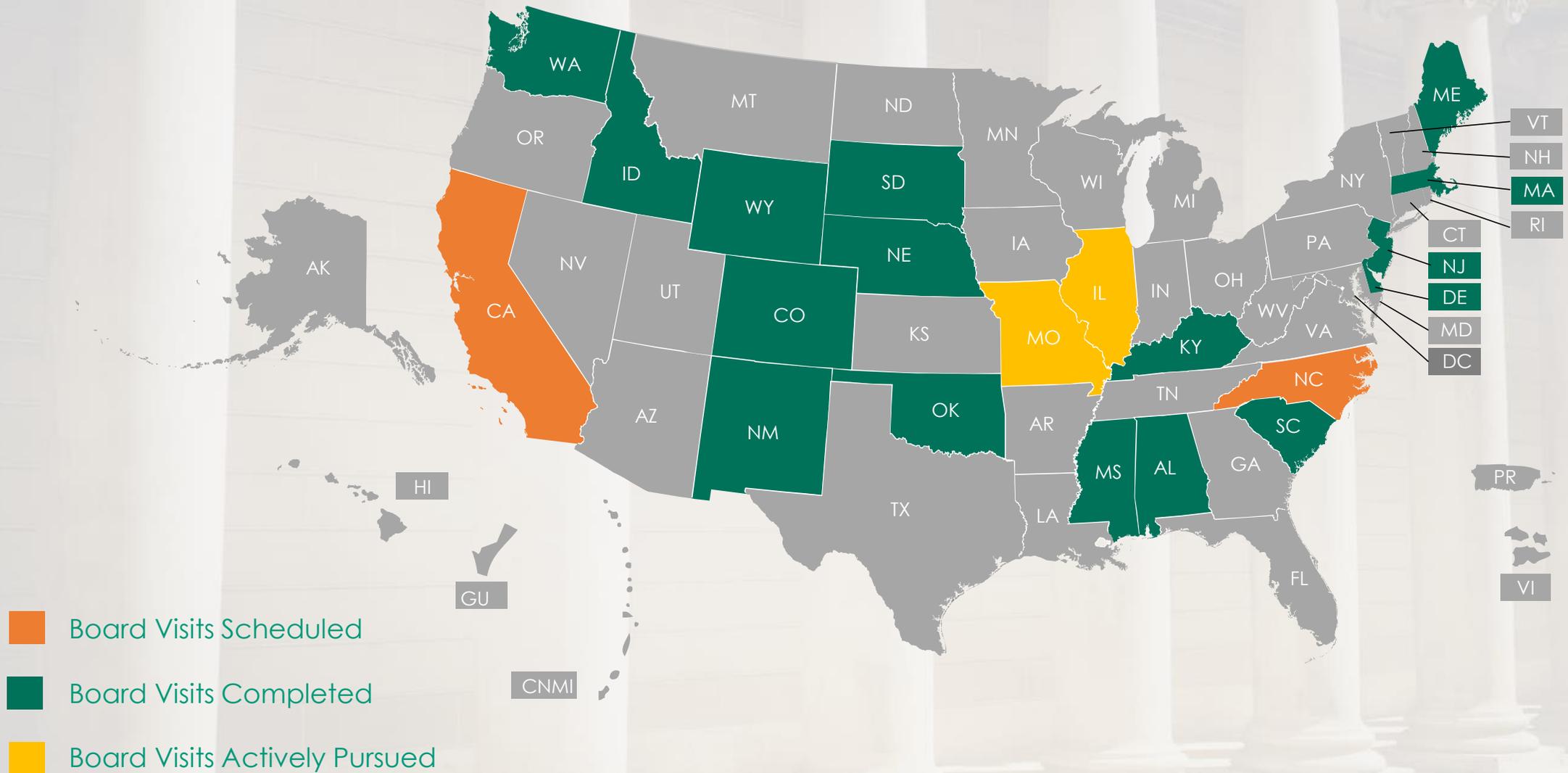


Why Today's  
Super-Connected  
Kids Are Growing Up  
Less Rebellious, More  
Tolerant, Less Happy—  
and Completely  
Unprepared for  
Adulthood\*

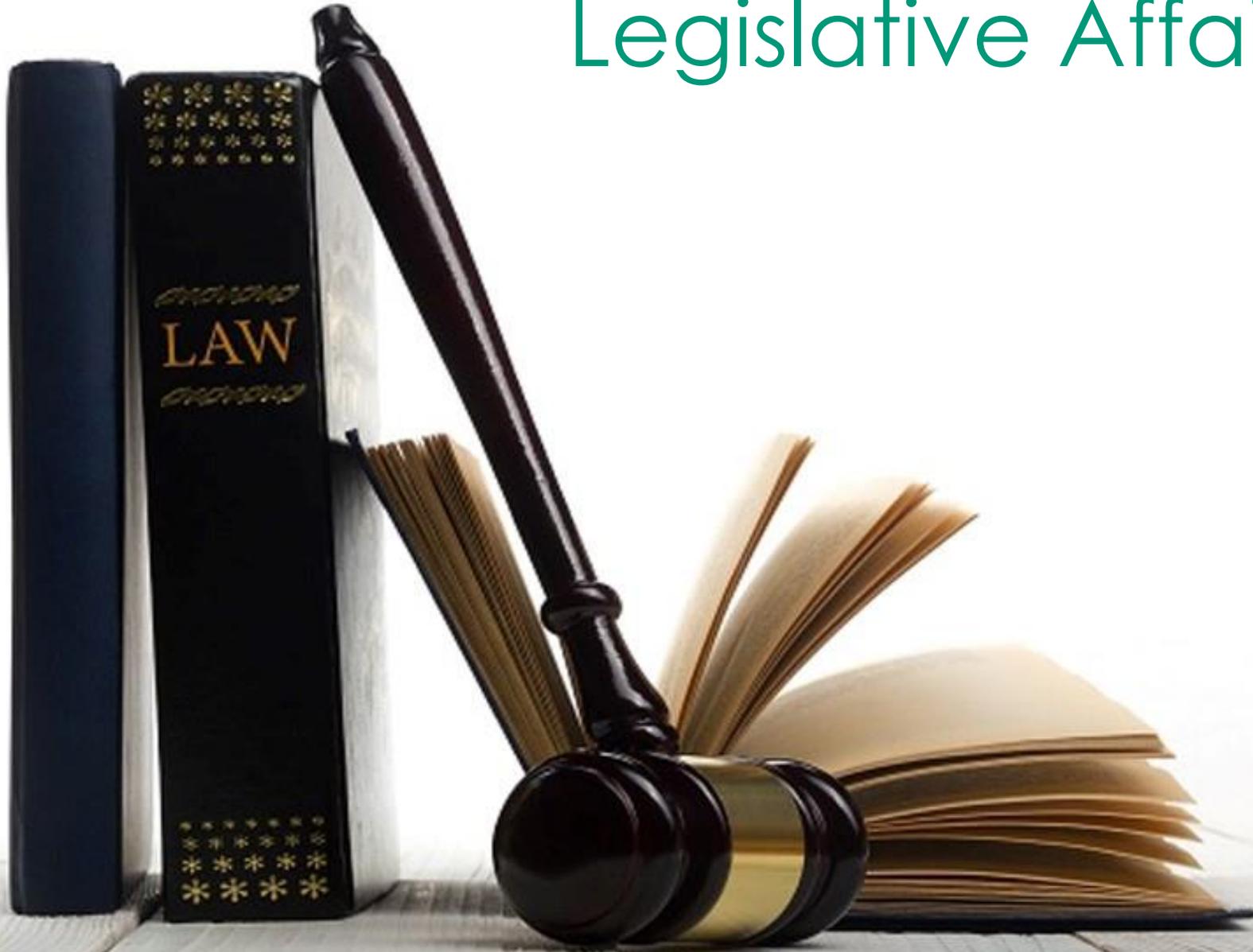


\*and What That Means for the Rest of Us

# State Board Relations



# Legislative Affairs



# STRATEGIC PLAN

Mission

Vision

Values

Objectives

“A New Pathway to CPA”

FUTURE

A composite image featuring a city skyline in the background, a road leading towards it, and the word 'FUTURE' written in large, stylized letters on the road surface. The scene is set against a dramatic, cloudy sky with a warm, golden light. The road is a two-lane asphalt road that recedes into the distance, leading the viewer's eye towards the city. The word 'FUTURE' is rendered in a bold, white, sans-serif font with a slight shadow, appearing to be painted or etched onto the road surface. The city skyline is composed of various skyscrapers and buildings, some of which are illuminated, suggesting a mix of day and night. The overall mood is one of optimism and forward-looking vision.

# That Dog Won't Hunt





# CPA Evolution Working Group

- **Cathy Allen (Chair) – NY Board of Accountancy and NASBA BOD**
- **Tom Broderick – NM Society and Past AICPA BOD**
- **Mark Dawkins – University of Florida (Academic representative)**
- **Clay Huffman – GA Board of Accountancy**
- **Audrey Katcher – RubinBrown (IT representative)**
- **Rick Niswander – NC, AICPA BOD and Academic representative**
- **Todd Shapiro – President & CEO, IL CPA Society**
- **Susan Somers – Executive Director, KS Board of Accountancy**
- **Nancy Wolven Juron – Deloitte (Firm representative)**
- **Michael Womble – NC Board of Accountancy and Incoming NASBA BOD**
- **Alfonzo Alexander – NASBA (Facilitator)**

# PRESIDENT'S MEMO

## Take a Big Swing at It!

Some of you probably read the title to this *Memo* and thought: "Take a big swing at it" must be a quote from NASBA Past Chair Ted Lodden, who often uses baseball metaphors to illustrate points. Others might attribute it to the unique language of the great baseball manager Casey Stengel, often referred to as "Stengelese," who once shouted that advice to a player who struck out after making three feeble swings. Actually, the title is to call to mind a speech made by Warren Buffett in 1998: "You'll see plenty of times when you get chances to do things that just shout at you. And the thing you have to do is, when that happens, you have to take a big swing at it."

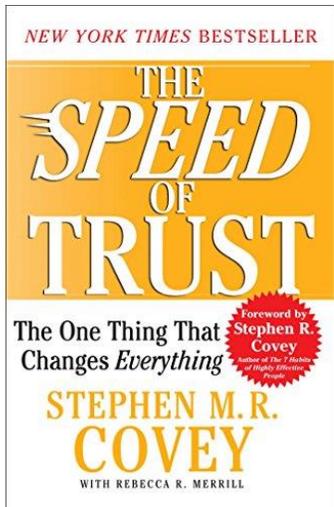
For the past year, we have been having serious discussions about the increased reliance on technology, the use of data analytics and artificial intelligence in auditing, and the increased use of blockchain, cryptocurrency and other radical disruptive technologies that are impacting the accounting profession. Some of us, and I am including myself, believe this trend is continuing to gain momentum and, although it may not be even be on the radar of most smaller firms today, it will likely impact all size firms in a relatively short period of time. For NASBA, we must make sure that the candidate pipeline, education and examination all keep pace with the transition. Having State Boards prepared and able to regulate effectively in this new arena is something we are focused on. Earlier this year, we took a big swing at it....and we missed. However, we received the clear message that we need to continue to work toward solutions that are effective and salable to State Boards and to the profession.

It is not likely that we will have recommendations to present to the NASBA Annual Meeting in late October, but we hope to have a process underway to prepare us for the next big swing. There is general agreement that, because of the importance and scope of whatever recommendations we bring back to you, the results have to be significant enough to justify the costs and efforts that will have to be made. In the jargon of this memo, once again we will have to: "Take a



**Ken L. Bishop**  
**President & CEO**

# Building TRUST



When you make a  
commitment, you build  
hope. When you keep  
it, you build trust.

Stephen M.R. Covey / @InspiringThinkn



# PRESIDENT'S MEMO

## The NASBA Family

I was recently in New York City participating in the bi-annual AICPA/NASBA summit. While in the city, I had the opportunity to have dinner with several former Board of Accountancy members from New York and New Jersey, who all had played important roles in NASBA ranging from committee members to NASBA Directors and even a past Chair of NASBA. It is no exaggeration to say that seeing these folks, along with their spouses, was like attending a large family dinner. During our conversation we learned that several of us, including me, had either travelled to visit, or at least reached out to check on the wellbeing, of another former NASBA Chair who had experienced some health issues. Again, doing something that families do. So why am I taking up valuable space in the *State Board Report*, and your time if you are reading this piece, talking about family?

When I was selected as the CEO of NASBA over seven years ago, like any new leader I wanted to make my mark by instituting changes and improvements to take NASBA to a new level, just as my predecessor had done. However, I also knew that I wanted to perpetuate and nourish warm friendships. Enjoying the camaraderie at events such as the New York dinner and our recent NASBA Regional Meetings and witnessing the strong bonds that have developed between so many of our stakeholders, makes me believe that the NASBA family is flourishing.

I use the word "stakeholders" purposely, because the membership of the "family" goes well beyond just Board of Accountancy members. Our outside legal team, staff and leaders from the AICPA, State Societies and other organizations and partners such as Prometric staff are all integrated into the fabric of this great family.

Why I am writing about this family is because it is so important to the success and relevance of NASBA. You often read or hear my arguments as to why every State Board member should participate in NASBA, either through attendance at our conferences and meetings or by involvement in NASBA committees, and should ultimately aspire to NASBA leadership



**Ken L. Bishop**  
President & CEO



NASBA

FAMILY

# LEADERSHIP TRANSFORMATION: IT STARTS WITH YOU



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CENTER FOR THE  
PUBLIC TRUST



STUDENT CPT 2018  
**LEADERSHIP**  
CONFERENCE

# David A. Costello

CPT Chairman 2012 - 2018

