

NASBA Board of Directors 2019-20



NASBA'S BOARD OF DIRECTORS 2019-20 – Front Row (left to right): W. Michael Fritz (OH) Director-at-Large; Colleen K. Conrad, Executive Vice President and COO; A. Carlos Barrera (TX) Vice Chair; Laurie J. Tish (WA) Chair; Ken L. Bishop, President and CEO; Janice L. Gray (OK) Past Chair; Michael R. Bryant, Senior Vice President and CFO; Stephanie M. Saunders (VA) Director-at-Large; **Center Row (left to right):** Faye D. Miller (ND) Central Regional Director; Sharon A. Jensen (MN) Director-at-Large; Katrina Salazar (CA) Pacific Regional Director; Grace Berger (MT) Executive Directors' Liaison; Alison L. Houck (DE) Middle Atlantic Regional Director; Kenya Y. Watts (OH) Great Lakes Regional Director; Catherine R. Allen (NY) Director-at-Large; Maria E. Caldwell (FL) Director-at-Large; John F. Dailey, Jr. (NJ) Director-at-Large; **Top Row (left to right):** Stephen F. Langowski (NY) Northeast Regional Director; Noel L. Allen (NC) Legal Counsel; Richard N. Reisig (MT) Director-at-Large; Jack Anderson Bonner, Jr. (TN) Southeast Regional Director; J. Coalter Baker (TX) Director-at-Large; Jason D. Peery (ID) Mountain Regional Director; Tyrone E. Dickerson (VA) Director-at-Large; C. Jack Emmons (NM) Southwest Regional Director.

BOD Elects Dailey Director-At-Large



John Dailey

John F. Dailey, Jr. (NJ) was elected on October 29 by the NASBA Board of Directors 2019-2020 to fill the two-year unexpired term as Director-at-Large of NASBA Vice Chair A. Carlos Barrera (TX). The BOD also elected NASBA Director-at-Large W. Michael Fritz (OH) to serve as NASBA's Treasurer and Director-at-Large Stephanie M. Saunders (VA) to serve as NASBA's Secretary. ♦

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SAVE THE DATES: March 16-18, 2020 NASBA Executive Directors and Board Staff Conference and Legal Counsel Conference in Clearwater Beach, Florida.

BOD Approves Peer Review Rules, MRA and CPE Standards

New Model Rules (Article 7) for peer review and the proposed revisions to the *Statement on Standards for Continuing Professional Education Programs* as well as the NASBA Fields of Study document were approved by the NASBA Board of Directors on October 25.

The Model Rules had been exposed for comment from January through the end of June 2019. Uniform Accountancy Act Committee Chair Coalter Baker (TX) presented the Model Rules to the NASBA Board and thanked the Compliance Assurance Committee and their chair, John Dailey (NJ), for the many hours of work that went into the creation of these new Rules. The revised Rules set out definitions of peer review terms and make reference to “peer reviews,” rather than “compliance assurance reviews.” While the Rules automatically adopt the AICPA and State CPA societies as approved sponsors of Peer Review Programs, they allow for the approval of other organizations if they meet the standards for these programs. Based on comments received from the State Boards, the Model Rules for peer review now require that licensed firms submit change in enrollment information to the State Board as well as any grant of extension by the Peer Review Program’s administering entity. The Rules also require the State Board to be informed in advance if an administering entity is discontinued. It is now up to the State Boards to adopt the new Model Rules and enforce them in their jurisdictions.

The revised CPE Standards and Fields of Study were presented to the Board by CPE Committee Chair A. Carlos Barrera (TX), who thanked Former CPE Committee Chair Tyrone Dickerson (VA), the AICPA/NASBA

CPE Standards Committee’s members and staff for developing the changes through their biennial review process with the CPE Standards Working Group, representing the various stakeholders in the CPE arena.

Among the most significant revisions to the Standards were: allowing for adaptive learning self-study programs within the self-study standards and permitting the use of reinforcement tools in a nano learning program. The Standards are jointly published with the AICPA, and the AICPA Board will vote on them in November. Once approved by all, the revised Standards will be appended to the Uniform Accountancy Act.

Also approved at the October meeting by the NASBA Board was a mutual recognition agreement with the South African Institute of Chartered Accountants. NASBA/AICPA International Qualifications Appraisal Board Chair Sharon A. Jensen (MN) presented the MRA to the NASBA Board and characterized it as one of the “most straightforward agreements” that IQAB has developed, although the parties had been working on it for about a decade. A letter of intent was signed at the NASBA Annual Meeting with SAICA Chief Executive Officer Freeman Nomvola and the final MRA will be signed by all parties once the AICPA votes its approval later in November. It is anticipated that the State Boards will be sent the agreement for their adoption and implementation early in January 2020, and SAICA credential holders will begin applying to take the International Qualification Examination (IQEX) early in 2020. ♦



Freeman
Nomvola

Bishop Says NASBA is Strong

Despite a drop off in the number of CPA candidates, “NASBA remains strong financially, in relevance and in member participation,” NASBA President and Chief Executive Officer Ken L. Bishop told the Annual Meeting, October 28-30 in the Westin Copley Place, Boston. Representatives from 54 Boards of Accountancy were present, including 129 delegates, 39 associates and 46 State Board staff members. Total attendance, including other participants, guests and staff was 434. “This has been a challenging year, but I am so proud we did achieve \$56,000,000 in net assets and were able to say ‘yes’ to every request for assistance by State Boards,” Mr. Bishop stated. Among this year’s accomplishments cited by President Bishop were:

- Signing of the mutual recognition agreement with the South African Institute of Chartered Accountants and nearing completion of a similar agreement with the Institute of Chartered Accountants of England and Wales. He noted the International Qualifications Appraisal Board is also engaged in the development of other agreements and renewals of existing agreements.
- Outsourcing of NASBA’s information technology requirements.
- More than 20 Boards visited by NASBA Vice President of State Board Relations Dan Dustin.
- Hundreds of pieces of legislation tracked by NASBA Director of Legislative and Governmental Affairs John Johnson.
- Cheryl Farrar stepped into the role of Chief Sourcing and Strategy Officer upon the retirement of Ed Barnicott.
- Nearing continuous testing for the Uniform CPA Examination.
- The high quality of the Uniform CPA Examination being maintained.
- NASBA’s Center for the Public Trust President Alfonzo Alexander and his staff generated more funds for the CPT’s programs.

President Bishop concluded his presentation by re-emphasizing the



President and CEO Ken Bishop presents report on year’s achievements at NASBA Annual Meeting.

importance of trusting relationships and their allowing for fruitful conversations on issues where there are disagreements. A letter had been sent to the Oregon Board of Accountancy urging them to pass a law that would allow a CPA to go “inactive” if they would not be providing attest services, essentially allowing them to perform other accounting related work including consulting, offering financial advice and preparing tax returns, including work done in firms. Such a law would not agree with the Uniform Accountancy Act’s guidance to those who chose to become “CPA-Inactive,” and could have resulted in significant consequences to the Board’s ability to protect the public.

President Bishop asked that when Boards are considering changes in their law, they allow NASBA to review those changes and offer its legal opinion if those changes could present a threat to regulation. “We will support you [State Boards] even if we do not agree with your decision,” President Bishop stated. “You are NASBA’s mission and we remain mission-driven and member-focused.” ♦

CHAIR'S MEMO

Stay Open

This past year was a busy year for NASBA. We focused on revisiting the four E's (education, examination, experience and ethics), the issues surrounding NOCLAR (non-compliance with laws and regulations), staff augmentation and peer review. Many Boards across the country have been dealing with various state deregulatory proposals that threaten the regulation of the accounting profession, which in response has led NASBA to be a founding member of ARPL (the Alliance for Responsible Professional Licensing).

There is no shortage of ongoing issues facing the State Boards today. However, it became clear to me, early in my tenure as Vice Chair, that the disruptions caused by technology and the rapidly evolving methodologies in our profession, particularly in assurance, would be the center of my efforts as Chair. I am no stranger to taking on and working through controversial topics since I came of age in my journey with NASBA during the migration to the 150-hour education requirement, the computerization of the Exam, gaining interstate mobility, and serving as chair of the Uniform Accountancy Act Committee during some contentious times.

There has been a lot of discussion, consternation and controversy around what we have come to call "CPA Evolution." The five guiding principles were introduced to you in June 2019 at our Regional Meetings. I want to assure you that we listened to your feedback and we will continue to listen. We modified the fourth principle directly based upon your feedback.

Some of you have asked me: "As regulators, why are we so involved in being the gatekeepers to the profession?" Others have asked: "Shouldn't we just let it evolve naturally and let the market dictate the service providers?" You have also asked: "Why do we care if non-CPA's perform attest services; as long as there is a CPA who can sign off on the report?" All great questions!

My response is this: As regulators, our primary role is to protect the public. And to protect the public, we must address this risk of a lack of knowledge and diminishing role of CPAs. Also, there is a disconnect between the statute of protected service and the inability of some, if not most, CPAs to perform the service. Lastly, we must ensure that we have the technical ability to regulate this area of practice.

As part of our public protection mandate, we need to help safeguard the pipeline of CPAs. There has to be an adequate supply of CPAs to meet the needs of the public. A strong profession leads to enhanced public protection. And, if CPA firms become primarily comprised of non-CPAs – especially those that perform assurance services – we are at risk of losing the protected service restriction and being replaced by other professional service providers. We would then lose the ability to exercise our regulatory duties.

And finally, as regulators, we need to stay relevant. The market is already shifting. Universities across the nation have already incorporated big data, data analytics and information technology controls into their accounting curriculum. Firms – both large and small – are hiring students with technology backgrounds into their assurance departments.

As noted by the guiding principles and the CPA Evolution concepts that we shared at the Annual Meeting, we will likely need to make changes to the education and examination requirements in order to stay relevant as a profession.

- My position is that the Uniform CPA Examination has to remain rigorous, and that the education requirement must also incorporate technology as it pertains to the CPA lines of business while encompassing the accounting, auditing, tax, ethics and general business knowledge that has held our profession in good stead for more than 100 years.
- My pledge to you is to stay open to all views, to listen to your input and be available for discussions, be transparent in order to maintain your trust, and to represent NASBA and the regulators as we navigate these changes.
- My ask of you is that you stay open to all views as we develop and manage these changes together, to be part of the process by communicating with questions and suggestions, and to be transparent.

I know that working together, engaging in dialogue, and listening to each other, we will make great progress in our shared goal of keeping the CPA profession relevant, dynamic, of great value to the capital markets, and better protecting the public we serve. Just like we did with mobility, I am confident we will land in a better place.



Laurie J. Tish
Chair 2019-20



Laurie J. Tish

— Laurie J. Tish, CPA
Chair 2019-2020

Tish and Reeb Unveil New Model

A possible model of the Uniform CPA Examination, as envisioned by the CPA Evolution Task Force and then crafted by NASBA and AICPA leadership, was unveiled at the NASBA Annual Meeting, October 27-30 in Boston, MA. NASBA Vice Chair Laurie Tish and AICPA Chair Bill Reeb explained to the Annual Meeting audience that the model, which involves a large single core of material to be tested and then a candidate's selection of one of three areas for additional testing, is similar to the testing model used for licensing professional engineers. To assist in determining what the core should contain, State Board representatives at the Regional Breakfast Meetings on October 29 were asked to prioritize subjects to potentially be included. Vice President Tish said the goal is to finalize the testing model in summer 2020: "We can't let this take years and years." Mr. Reeb added: "This will still be three-to-four years out from getting it through the states."

In June 2019 the guiding principles for the CPA Evolution were presented at NASBA's Regional Meetings and at AICPA forums. Ms. Tish reported that besides gathering comments at the Regional Meetings, over 2,000 comments from other individuals were submitted to the Task Force. Overall the principles were supported with the exception of one sentence which some thought targeted IT people. That sentence was deleted, Ms. Tish stated.

A different solution to the Uniform CPA Examination is "needed anyway," as the body of knowledge now covered by the Exam has expanded significantly since the IRS code, accounting standards and auditing standards have multiplied. If more subjects were to be covered under the current Examination, they would have to covered



Laurie Tish and Bill Reeb unveil a new model examination format for consideration.

with less depth. Vice Chair Tish said she believes the model being proposed is very flexible and adaptable, but would result in one CPA license.

Mr. Reeb noted that CPA firms are currently, and will be increasingly, providing services that require technologists. He asked: "If you are regulating something where huge numbers involved in that service are not CPAs – should you be the ones regulating them at all? We want to protect the public by providing oversight on services we provide."

There are necessary steps to be taken in the regulatory environment, Ms. Tish reminded the audience. Education has to align with the core tested, but education "is not lagging behind us," she observed. The larger schools are responding to demand, as students are moving to take technology courses, Mr. Reeb noted. ♦

Trends Show CPA Gap Widens

The gap between the number of new accounting graduates and new Uniform CPA Examination candidates has existed for a long time, but that gap has widened, Dr. Yvonne L. Hinson, AICPA Academic-in-Residence, told the NASBA Annual Meeting. In 2018 there was a 10-year low in the number of those taking the Exam, with 76,542 new graduates and 36,827 new candidates. Referencing the *2019 Trends in the Supply of Accounting Graduates and the Demand for Public Accounting Recruits*, a study done every year for the past 49 years by the AICPA, Dr. Hinson encouraged the NASBA audience to look at the overall trends in the reporting areas, rather than viewing the report as a statement of exact values. Next year will see the 50th report, and she suggested that it contain other information pertinent to what is happening, such as the increase in on-line course enrollment and the decrease in the number of applicants from China.



Yvonne Hinson

For 2018 compared to 2016, the enrollment in bachelor's in accounting programs was 10 percent down, for master's was down 6 percent, and for Ph.D. programs down 23 percent. Dr. Hinson pointed out the drop in doctoral program enrollment is particularly troubling as those are the future teachers of accounting. However, universities that have made heavier technology investments or have established closer ties with a firm are seeing increases in enrollments, she pointed out.

The researchers found students are going from accounting into finance, supply chain management, marketing and business analytics. Salaries and curriculum are what moves them and accountants have lower starting salaries. The supply of accounting graduates is outstripping demand right now, as firms are going to other sources to hire. CPA firm hiring remains stable, but more of those hires are

coming from technology and are experienced, up from 20 percent non-accounting new hires in 2016 to 31 percent in 2018. In turn, more of the accounting students are interested in non-public accounting careers.

Dr. Hinson stressed the need for students to become aware of the CPA as a profession of choice: "The profession has changed and it is not the same profession that their parents or grandparents experienced." ♦

Berkovich Offers Blindspot Guidance

Gaps between the actual and the expected future are what Oren Berkovich, CEO of SingularityU Canada, calls "blindspots" and he advised the Annual Meeting that when it comes to technology, we all underestimate the future. The key to successfully leading in today's environment is to "develop the ability to purposefully choose which mindset to bring to which present or future reality."



Oren Berkovich provides insight.

People are tempted to go back to what they are comfortable with, but "sometimes the best leaders are the best learners," Mr. Berkovich observed. "The role that you play in the future really depends on your mindset. Every day you wake up is an intersection of capability and opportunity. There are so many reasons to opt out: You could focus on the present, or very near future, or you could choose to be engaged." ♦

Dancey: Ethics is Profession's Key

Business is going to demand new services to help them navigate changes and complexity, and the accounting profession is positioned to be the providers, Kevin Dancey, CEO of the International Federation of Accountants told the Annual Meeting. "Our ethical core is our only difference from other professions – it is a huge advantage and I think we can use it to get to a good place... The public's demands play to our sweet spot. We need to continue to push on our trust and ethics components."

While Mr. Dancey said he did not discount the profession's failures and scandals, he contends the profession's aggregate message is pretty positive. He believes the profession does a bad job of communicating it is doing a good job. When IFAC conducted a study of public trust across the G20 countries, it found in every country trust was the highest in professional accountants. A paper released by the



IFAC CEO Kevin Dancey sees ethics key to profession's future.

Dutch Parliament made the point that the profession has been good at doing audits but has not articulated that well. "I don't think we should be timid about the value we bring to society," he stated.

Although he predicts accountants will see a shrinking listed entity market, there will be a need for information that is useful, understandable, relevant and reliable. "We need convergence around a reporting platform that gives people the information they are demanding... Integrated reporting is a huge opportunity for us," Mr. Dancey believes. The right business model is required, and he pointed to research that found a higher quality audit can be obtained from a multi-disciplinary firm (see *sbr 10/19*). "It is better to get the needed skills from inside the firm than from outside the firm," he noted, but pointed out this is a totally separate issue from what services can be provided for audit clients.

Mr. Dancey told the meeting that the profession has to embrace technology "or we die." New services will require new skill sets, but "You can only test so much information – so what is going to give?" Professional accountants in many countries are considering: "How big do we want our house to be? Who is going to be a professional accountant in the future?" IFAC is offering to share information on what is being considered internationally, Mr. Dancey said. "It is a huge value to learn from each other."

Regulators have a key role to play in ensuring audit quality, he noted, and divided regulators into those that have a "gotcha mentality" and those like the banking regulators "who have to be tough but they want that bank to succeed." He recommended the banking regulators' approach as the one needed: "Audit quality is the prize – and if we have that, other things will take care of themselves." ♦

7/1/20 Target for Continuous Testing

Fifty Accountancy Boards expect to be ready to move to continuous testing for the Uniform CPA Examination by the target date of July 1, 2020. NASBA is offering to provide legal and legislative assistance to get all 55 Boards ready by that date, NASBA Executive Vice President and COO Colleen Conrad told the Annual Meeting. She assured the Boards that NASBA is making changes to its IT system to be ready to go by that date and is working as a team with Prometric to be ready for implementation on time.

Even though the Uniform CPA Examination is updated quarterly, a big change in the Examination's content is coming as a result of the current practice analysis. Audit analytics will be in the Examination's blueprint scheduled to be exposed for comment by the end of 2019, AICPA Vice President – Examinations Michael Decker stated. The Board of Examiners has been focused on what needs to be changed and what is required for new CPAs. Their study did not assume there would be any changes in licensing requirements. The Board of Examiners is

now in the final confirmation process for the blueprint. Mr. Decker said more emphasis will be on simulations, and less on multiple-choice questions. Manipulating EXCEL is seen as an essential skill for candidates, as the firms are placing greater emphasis on Systems and Organization Controls (SOC) reports. Japan is among the other countries that have shown interest in the Examination's update process.

The new blueprint's comment period will span from December until the end of April 2020. Ms. Conrad said NASBA will send a response that is expected to be completed early enough so that the member Boards can refer to it as they deliberate their own responses.

A tutorial session on the basics of the Uniform CPA Examination's present makeup and development was presented by Ms. Conrad and Mr. Decker just prior to the 2019 Annual Meeting. They were pleasantly surprised when more than 60 Annual Meeting attendees opted to attend the meeting. ♦

Hood Endorses Technical Skills Plus

We are now in the fourth industrial revolution, according to Tom Hood, CEO of the Maryland Association of CPAs and the Business Learning Institute. Industry 1.0 began in 1784 with mechanization and the steam powered loom; Industry 2.0 with the introduction of the assembly line in 1870; Industry 3.0 in 1969 with the introduction of automation and computers; and Industry 4.0 is going on today with cyber systems, the Internet and networks. "Are CPAs going to need new skills?" Mr. Hood said, "Yes, but more than data and technology skills."

Mr. Hood explained that while machines can go deep into the production of data, they cannot go wide, connecting dots across silos. "We have to move up the value chain – and machines will not be able to do that." More important than the technology side, the number one skill area is "empathy, trust and relationships." It is necessary for the profession to transform, but it is also critical for the profession to keep the public's trust, he advised. ♦



Tom Hood describes the critical skills for the future CPA to succeed.

Awards to Daggett, Corley and Weinschel

Michael T. Daggett, CPA, James Corley, CPA, and posthumously Michael Weinschel, CPA, received the 2019 NASBA awards at the Annual Business Meeting on October 29 in Boston.

Mr. Daggett, NASBA Chair 2010-2011, was presented the William H. Van Rensselaer Public Service Award by Nominations Committee Chair Telford Lodden. Having served as the chair of numerous NASBA Committees and president of the Arizona State Board of Accountancy, Mr. Daggett was credited with many of the strides made in promoting NASBA globally and bringing the Uniform CPA Examination to international candidates. He also served as chair of the NASBA Ethics Committee when it championed bringing the formal instruction of professional ethics into the CPA's education and continuing professional education requirements.

Mr. Corley, executive director of the Arkansas State Board of Public Accountancy since 2010, was presented the Lorraine P. Sachs Standard of Excellence Award by Ms. Sachs, NASBA Executive Vice President Emerita. Besides having chaired NASBA's Executive Directors Committee, he has been a leading member of NASBA's Legislative Support Committee, as well as a member of the CPA Exam Practice



Michael Daggett



James Corley



Michael Weinschel

Analysis Advisory Committee and the AICPA Board of Examiners.

Mr. Weinschel had served as NASBA's Northeast Regional Director (2007-2010), chair of its Enforcement Assessment and Best Practices Committee (2009-2011) and was a former member of the Connecticut State Board of Accountancy. He was co-chair of the Enforcement Manual Task Force Committee and a member of many other NASBA committees. In 2006 he was recognized as one of NASBA's "Remarkable People" because of his charitable work for soldiers stationed abroad and in 2009 was recognized with his wife, Carol, for the NASBA Center for the Public Trust's "Being a Difference" award for their Soldier Support Packages Initiative. Mr. Lodden presented the NASBA Distinguished Service Award in Mr. Weinschel's honor to Carol Weinschel and their three sons. ♦

Boards See Increase in Diversity

There has been a slow but gradual increase in the diversity of membership of the State Boards of Accountancy, according to NASBA research. NASBA Chief Ethics and Diversity Officer Alfonzo Alexander reported NASBA found 11.9 percent diversity of Board members in 2013, and in 2019 there was 14.94 percent. The percentage of men and women on the Boards remained at approximately 36 percent women and 64 percent men.

NASBA's Diversity Committee, chaired by Maria E. Caldwell

(FL), assisted in the collection of the State Board's demographic information. They also developed a list of jurisdictions with the most opportunity to grow diversity, and continued building relationships with accounting groups representing women and minorities.

This year to encourage others to consider State Board service, the Committee launched a video series, the Diverse BOA Member Profiles, which interviews minority State Board members about their careers. ♦

PCAOB Still Studying Use of Technology

The Public Company Accounting Oversight Board will release standards for the use of big data and emerging technology -- but not yet. They are still in the research stage, PCAOB Chief Auditor Megan Zietsman reported to the NASBA Annual Meeting. She explained that before the PCAOB develops any standards they want to do a deep-dive assessment to have a baseline and then determine the need for guidelines: "We are focused on how the tools are being used today, and then how we respond."



Megan Zietsman

Many types of technology are being considered by the PCAOB including artificial intelligence, robotics, cryptocurrency, cloud computing and data analytics. The extent of their use varies among companies and auditors and the PCAOB is trying to determine if everyone "is talking about the same thing." The PCAOB is looking at its current standards to see if they are impeding technology and if concerns can be addressed through guidance.

Working with CPA firms and multiple PCAOB divisions, their study group has been looking at how firms are controlling the use of technology. They have also conducted outreach into the preparer community to see how technology is impacting internal controls as well as the preparation of financial reports.

Late in 2017 the PCAOB had an 11-member task force do an inventory of the different types of technology being used. Data analytics and artificial intelligence were where they put most of

their original focus. They found many issuers were in relatively early stages of using the technology. It was being used for traditional audit procedures, rather than completely new or transformative tasks, with few using technology to enhance client experience. Data analytics was being used in auditing for risk assessment.

"Firms said they are being very careful in how they are implementing new tools," Ms. Zietsman reported. They were using private company space before rolling tools into public company practice and the national office was controlling the use of these tools. Development was going on in the larger firms. Firms told the PCAOB that its standards were not impeding their innovation of technology.

"We recognize the need for standards to evolve with technology. We also hear caution that standards must still work with the more traditional audit methods. We have been deliberate and careful in our actions," Ms. Zietsman stated. The PCAOB has continued to validate its standards, working with firms and task forces, and there is evolving information on how data analytics is being used. The activities of other regulators, such as IFIAR and IAASB, are being monitored by the PCAOB to avoid creating differences just for the sake of being different. In addition, it is following academic research and activity in this area, with the PCAOB hosting two annual events with the academic community.

This year the PCAOB is looking at cryptocurrency and blockchain, working with the AICPA and CPA Canada, Ms. Zietsman reported. As the Board continues with its studies, its priorities may shift.

"Audit firms want to be leaders in this space and to leverage

(Continued on page 8)

A Glimpse of the 2019 NASBA Annual Meeting



Chair Janice Gray receives honor from Past Chair Ted Long.



2019-20 Chair Laurie Tish is congratulated by Chair Janice Gray.



Nicola Neilon (left) is thanked for her work on the NASBA BOD.



Signing MOU with SAICA (left to right) NASBA President & CEO Ken Bishop, AICPA VP Skip Braziel, SAICA CEO Freeman Nomvola, IQAB Chair Sharen Jensen and SAICA Director Adri Kleinhans.



Mike Decker and Colleen Conrad host a breakfast tutorial on all things related to the CPA Exam.



MA Board Member Richard Grueter welcomes attendees at the 112th Annual Meeting in Boston, MA.



Alfonzo Alexander leads discussions at CPT session.



Left to right: Jimmy Corley, Lorraine Sachs, Michael Daggett, Carol Weinschel and Ted Ledden.



NABA Director Felicia Farrar asks a question.

State Board Report

National Association of State Boards of Accountancy
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2019-20 NASBA Committee Chair Roster

2019-2020 Committee Name	Chair
Administration and Finance Committee	W. Michael Fritz
Audit Committee	Faye D. Miller
Awards Committee	Theodore W. Long, Jr.
Bylaws Committee	Katrina Salazar
CBT Administration Committee	Tyrone E. Dickerson
Communications Committee	Kenya Y. Watts
Compliance Assurance Committee	Stephen F. Langowski
CPA Examination Review Board	Douglas W. Skiles
CPE Committee	John F. Dailey, Jr.
Diversity Committee	Alison L. Houck
Education Committee	Stephanie M. Saunders
Enforcement Resources Committee	Maria E. Caldwell

2019-2020 Committee Name	Chair
Ethics Committee	Catherine R. Allen
Executive Directors Committee	Grace Berger
International Qualifications Appraisal Board	Sharon A. Jensen
Legislative Support Committee	J. Andy Bonner, Jr.
Nominating Committee	Janice L. Gray
Past Chair Advisory Council	Janice L. Gray
Regulatory Response Committee	W. Michael Fritz
Relations with Member Boards Committee	C. Jack Emmons
Standard-Setting Advisory Committee	Richard N. Reisig
State Society Relations Committee	Michael Colgan
Uniform Accountancy Act Committee	J. Coalter Baker

E-mail Anita Holt (aholt@nasba.org) for additional contact information.

PCAOB Still Studying Use of Technology (Continued from page 6)

technology to reduce costs, but I think the risk of costs for developing tools may not be clear to all stakeholders," Ms. Zietsman said. While costs may go down as junior staff is replaced with tools, there will be a need for more experienced staff to analyze the results. "We are thinking about how to use data technology for all. It may challenge

smaller firms, but that is not really the case because they will be able to use commercially available tools. However, they will have to use a quality product and understand what the tool does."

Ms. Zietsman said the PCAOB wants to actively engage in conversations with auditors and others who are using tools. ♦