

2006-2009

The Michigan Association of Certified Public Accountants

STRATEGIC PLAN



The Michigan Association of

MACPA

Certified Public Accountants

www.michcpa.org

2006 –2009
STRATEGIC PLAN
FOR

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TABLE OF CONTENTS

Executive Summary	3-5
Strategic Initiatives	6
Strategic Initiatives with Action Plans.....	7-16
Advocacy.....	7
Serving a Diverse Membership.....	9
Succession Planning for the Profession.....	10
CPE	12
Communication and Image.....	14
Annual Strategic Review Process	17

MACPA STRATEGIC PLAN EXECUTIVE SUMMARY

A. Development Process

The planning effort for the Strategic Plan 2006-2009 was initiated in June 2005 with a deadline for board final approval in March 2006. In June 2005, a survey was executed by strategic planning consultant Harrison Coever to identify the current perceptions surrounding MACPA. A strategic planning retreat on August 8-9 facilitated by consultant Harrison Coever included a diverse representation of membership and leadership to determine the Association's overall strategic initiatives. Once the strategic direction was set, chair-elect of the board of directors, Sean Keenan and Cynthia D'Amour, MACPA's Vice President of Communications and Membership worked to set the performance measurements. The MACPA staff then created the strategies and action steps needed to accomplish the strategic initiatives.

This strategic plan, commencing April 2006, builds on and supersedes the 2003-2006 plan ending March 2006. All five of the 2003-2006 strategic initiatives were refined and included in the current plan. The refined initiatives include: advocacy, succession planning for the profession, communication and image, serving a diverse membership and CPE. With the changes occurring in the profession and the marketplace, it was evident that student recruitment needed to be expanded to taking a more active role in succession planning for the future of our profession.

B. Composition

Five Strategic Initiatives form the basis of the Plan. These initiatives, of equal priority to the Association, focus on the following general areas:

- Strengthening advocacy
- Serving a diverse membership
- Succession planning for the profession
- Enhancing continuing professional education and development
- Improving communication and image

Supporting these initiatives are performance measurements and action plans that are further supported by assignments of responsibility to MACPA staff, the President and CEO and the Board of Directors. Each Strategic Initiative was crafted to be clear and concise in order to provide maximum impact on the formation of annual operating plans and priorities.

C. Measurement

Achievement of Strategic Initiatives and Performance Measurements will be measured as part of the annual operating plans and budgets. In this regard, since resources are essential to achieving most of the Strategic Initiatives, it is expected that priorities will be established each year to allocate resources.

With input from the Executive Committee, the Chair-Elect and President will agree on the priorities of the strategic initiatives.

Executive Summary Continued

D. Implementation

Each Strategic Initiative and Performance Measurement will be considered for inclusion in the annual operating plan and budgetary process. The MACPA Board of Directors will be informed of specific items in the Strategic Plan that are deferred as part of priority-setting and/or resource allocation.

E. Annual Review Process

To ensure the plan remains relevant, consistent and reflective of changes and developments in the marketplace and profession, the Board of Directors will review the plan annually. Adjustments to the plan may be made as part of the review process.

F. Alignment

The Strategic Initiatives are aligned with the Association's mission, vision and core values. These are listed below.

MISSION STATEMENT

The Michigan Association of Certified Public Accountants is a diversified, professional, member-driven organization for CPAs and affiliated professionals. Its mission is to enhance the value of MACPA members to society. It contributes to the success of its members by:

- providing education, information, resources and leadership to its members and the public,
- promoting high standards of quality, objectivity and integrity in the services provided by its members,
- partnering with educators to promote the profession,
- actively participating in the public policy-making process,
- increasing public awareness as trusted professional advisors,
- encouraging diversity in membership and leadership,
- promoting community involvement and public service,
- promoting responsibility and accountability within the profession

VISION STATEMENT

The Michigan Association of Certified Public Accountants is essential to the future of the CPA profession.

CORE VALUES

Six Core Values are the cornerstone of the organizational culture that can be expected by the constituents of the MACPA. These Core Values relate to the way the Association and its members conduct the activities of the Association.

- **Integrity:** The organizational culture is based on delivery on commitments, and the highest levels of ethics, honesty and reliability from members, staff, volunteers and vendors who strive to do their best both individually and collectively.
- **Quality Service and Products:** Members, staff, volunteers and the public will receive products and services that are “first class” and exceed expectations.
- **Communication:** Communication in all its forms is timely, candid, healthy, balanced, productive, encourages feedback, and recognizes that useful ideas come from many sources.
- **Responsibility:** Responsibility is clearly defined, and accompanied by the appropriate authority, communications, timely decision-making, evaluation processes and tools for success.
- **Positive Environment:** The day-to-day operating environment is based on mutual support, trust and respect of both people and their positions; the “golden rule;” a sense of the worthiness of the Association’s work and its soundness; and an understanding of workload realities, flexibility and the many competing priorities for the time and focus of members, volunteers and staff.
- **Diversity:** As a profession of immense diversity and richness, the organization embraces and reflects its diverse culture in its leadership, its membership, its professional staff, its student recruitment initiatives and in the services provided to its constituents.

MACPA STRATEGIC INITIATIVES FOR 2006-2009

Five Strategic Initiatives form the basis of the MACPA 2006-2009 Strategic Plan. These initiatives are of equal priority to the Association.

- I. Strategic Initiative: Advocacy**
Strengthen MACPA's advocacy and influence in the public policy-making process.
Team Leader: John Lindley, 248-267-3710
- II. Strategic Initiative: Serving a Diverse Membership**
Integrate increasingly diverse membership needs throughout the work of MACPA.
Team Leader: Jean Jernigan, 248-267-3706
- III. Strategic Initiative: Succession Planning for the Profession**
Secure the future of the profession and the MACPA.
Team Leader: Jean Jernigan, 248-267-3706
- IV. Strategic Initiative: Continuing Professional Education**
Enhance MACPA's position as a preferred source of continuing professional education and development.
Team Leader: Gale Frentz, 248-267-3724
- V. Strategic Initiative: Communication and Image**
Strengthen the messages of both MACPA and the profession.
Team Leader: Sherri Collins, 248-267-3709

Supporting these initiatives are goals that are further supported by metrics designed for measurement and analysis of the charges associated with each Strategic Initiative. Each Strategic Initiative was crafted to be clear and concise in order to provide maximum impact on the formation of annual operating plans and priorities.

I. STRATEGIC INITIATIVE: ADVOCACY

Strengthen MACPA's advocacy and influence in the public policy-making process.

Given:

- Advocacy is intangible and needs to be communicated.
- Term limits in Michigan.
- PAC contributions come from 10% of members - \$95K/year.

Implications:

- We need more PAC funds to create a bigger impact
- Members need to better understand the value of advocacy function – especially with industry members.
- Our continued momentum building in serving as a legislative and policy resource is key for the profession.

Goal 1:

Enhance advocacy communications to MACPA constituencies through involvement.

Strategies:

- Communicate advocacy updates via CPE packets.
- Create marketing plan around intangible benefits of advocacy.
- Create partner promotions to support advocacy.
- Enhance advocacy outreach to task forces.
- Facilitate increased opportunities for business and industry member engagement.
- Create a marketing plan on the value of CPA credential for business and industry members.
- Identify and promote opportunities for new CPAs to get involved.
- Increase student and candidate PAC education efforts.

Metrics:

- A. Measure the total contributions to the MACPA Political Action Committee (PAC) and the Political Education Fund (PEF). Grow by 10% each year.
- B. Measure the total number of contributors to the MACPA Political Action Committee (PAC) and the Political Education Fund (PEF). Grow by 10% each year.
- C. Measure the number of business and industry members involved in the advocacy process. Grow by 10% each year.
- D. Measure the number of “New to CPA” (certified less than five years) members involved in the advocacy process. Grow by 10% each year.

Goal 2:

Enhance MACPA's position as a premiere resource for policymakers.

Strategies:

- Policymakers include, but are not limited to: federal and state legislators and staff, Michigan Department of Treasury, Department of Labor and Economic Growth, NASBA, IRS, etc.
- Enhance the role of the legislative advisory group in promoting MACPA resources.
- Create marketing plan to showcase MACPA as premiere resources for policymakers.
- Identify and develop ways to be of non-fundraising value to policymakers.
- Create opportunities to motivate collaborative outreach with policy makers. (Ex. CPAs speaking at district coffee meetings on financial literacy topics.)
- Prepare members for policymaker interactions.
- Create resources for policymakers such as tax guide.
- Benchmark best practices with other state societies.

Metrics:

- A.** Measure the number of non-fundraising contacts from policymakers. 2006 would be baseline. Grow each year by 15%.
- B.** Measure the number of cooperative outreach efforts between members and policymakers. 2006 would be baseline. Grow each year by 15%.

II. STRATEGIC INITIATIVE: SERVING A DIVERSE MEMBERSHIP

Integrate increasingly diverse membership needs throughout the work of MACPA.

Given:

- Currently 98% licensed CPAs and 55% registered CPAs are members.
- Members in industry feel underserved. (FGR)
- Increasing percentage of female members (more women than men under 40)
- Membership is aging.
- Members are spread across our state – ex. West Michigan
- Small firm/practitioners voiced a need for more.
- Members have diverse careers i.e. Public Accounting, Industry, Government and Education – and additional subgroups.
- Networking is of utmost importance to members particularly Industry and West Michigan members (FGR)

Implications:

- CPAs are more diverse than they used to be – and this is a growing trend.
- Segmented approaches are needed to increase individual relevance.
- Targeted marketing efforts are key for promotion of CPE and other membership efforts. Data acquisition will help us to better customize.

Goal 1:

Utilize the diversity of members to maximize value in MACPA membership.

Strategies:

- Collaborate more with organizations such as NABA for potential member outreach.
- Use members to help appeal to and recruit diverse member segments.
- Create marketing campaigns for MACPA experiences (like CPEs) that target chosen diverse groups.
- Partner with other state societies to create more articles relevant to diverse member groups.
- Identify and share strategies for attracting and retaining new CPAs.
- Enhance AM4 data collection capabilities.
- Identify a diverse pool of members for leadership opportunities.

Metric:

- A. Measure and analyze the composition of current members (such as by sex, service area, geography, etc.) and compare to profession composition. Baseline fiscal year ended March 31, 2006.
- B. Measure and analyze the composition of leaders (such as by sex, service area, geography, etc.) and compare to profession composition. Baseline fiscal year ended March 31, 2006.
- C. Analyze the data and make recommendations.

Goal 2:**Acquire and maximize the usage of 360-degree member profile data.****Strategies:**

- Create promotional plan to encourage completion of member profiles.
- Automate requests for regular updates.
- Coordinate member profile collection with dues request.
- Use CPE cards to enhance data collection.
- Use data for content determination to make website a portal.
- Create plan to keep website content fresh and relevant.
- Analyze methods of data acquisition, storage and usage.
- Explore new methods to attract members to websites such as podcasts.

Metrics:

- A. Measure the percentage of completed member profiles. Complete 50% year one, 75% year two and 95% year three.

- B. Measure the frequency of visits to the organization's web site. Baseline frequency is monthly as noted in Fall 2005 survey. Grow to bi-weekly year one, weekly year two and twice a week year three.

Goal 3:**Increase emphasis on outreach to all members.****Strategies:**

- Create plan to ensure better communication efforts to all members.
- Create information vehicle to use internally with staff to increase awareness of geographic specific activities for use when in that area.
- Develop plan for enhanced public relations effort across geographic areas.
- Create additional involvement opportunities to all members.
- Increase coordination of staff outreach and CPE efforts across state.
- Use conference calls and webcasts to increase outreach.

Metrics:

- A. Measure the number of volunteers by geographical areas. Baseline year ending March 31, 2006.
- B. Measure the number of special events, continuing professional education courses and meetings by geographic distribution. Baseline year ending March 31, 2006.
- C. Analyze the data and make recommendations for A and B.

III. STRATEGIC INITIATIVE: SUCCESSION PLANNING FOR THE PROFESSION

Secure the future of the profession and the MACPA.

Given:

- Our membership is aging. AICPA says 40% of current CPAs will retire in next 10 years.
- The demand for CPAs is growing.
- Number of new graduates taking exams has dropped significantly.

Implications:

- Young professionals need to be retained.
- Educators are key in accessing the future – both in current outreach and attraction of PhDs as future instructors
- We need to have a solid team of future leaders in place.
- Recruitment starts early and needs to be planned for.

Goal 1:

Increase MACPA and CPA profession outreach to students.

Strategies:

- Develop plan to reach students who are undecided about their major.
- Create a more focused effort for outreach to community college educators and students.
- Explore partnerships for student outreach efforts.
- Create promotional program to motivate more educator members encouraging MACPA membership and involvement.
- Explore methods for having ambassadors on campuses
- Continue to develop High School Leaders Conferences.
- Create image enhancement program for students to highlight depth of profession's opportunities.
- Promote CPAs in the classroom opportunities.
- Benchmark student outreach best practices with other associations.

Metrics:

- A. Measure the number of high schools students exposed to the CPA profession through organization efforts. Grow 15% each year.
- B. Measure the number of college student members. Grow 15% each year.
- C. Measure the number of educator members. Grow 15% each year.

Goal 2:

Increase the number of CPA exam sections completed in Michigan.

Strategies:

- Explore ways MACPA can assist firms in promoting taking the exam.
- Create marketing program to motivate potential exam takers to sit for sections.
- Develop program to help support potential exam takers (ex. tips from recent test takers, web bulletin board, quick facts brochure, etc.)
- Create program to promote benefits of sitting to educators to pass on to students.
- Explore approaches to help build the excitement around passing the exam.

Metric:

- A. During each Michigan testing window, review and analyze the number of CPA exam sections taken. Grow 10% each year.

Goal 3:

Increase the involvement of CPAs new to the profession.

Strategies:

- Develop promotional plan for decision maker buy-in for new CPA involvement.
- Communicate opportunities for new CPAs to get involved to membership.
- Create a marketing plan directed to new CPAs promoting the benefit of involvement in MACPA.
- Collaborate with other young professional groups to enhance experience.
- Create a “welcome wagon” program to support new CPAs involvement in MACPA.
- Expand and promote new opportunities for new CPA involvement in MACPA.

Metrics:

- A. Measure membership in the area of “New to CPA” (certified less than five years.) Increase 10% each year.
- B. Measure number of members who serve and/or participate on task forces, NP events, spring and fall Members Advisory Forums and volunteer outreach initiatives. (Examples include: Accounting Blitz, Speakers Bureau, Accounting Aid Society and High School Leaders Conference) Increase 10% each year.

Goal 4:

Identify the needs of the retiring CPAs.

Strategies:

- Research the future needs of retiring CPAs.

Metrics:

- Analyze the findings

IV. STRATEGIC INITIATIVE: CONTINUING PROFESSIONAL EDUCATION

Enhance MACPA's position as a preferred source of continuing professional education (CPE) and development.

Given:

- There is increased CPE competition from both non-profit and for-profit providers.
- CPE continues to be 55-60% of total income.
- Small firm/practitioners voiced a need for more. (FGR)
- Our membership is aging. AICPA says 40% will retire in next 10 years.

Implications:

- We need to provide targeted programming to membership segments.
- We need to continue to explore new forms of CPE delivery including electronic.
- New instructors need to be identified and utilized.
- Executive level education is important.
- We need to be ready to face increased competition from both non-profit and for profit providers.

Goal 1:

Increase the number of "new CPAs" (certified less than five years) members who participate in the development of, presentation of, and/or attend CPE events.

Strategies:

- Identify the needs and preferred experiences of the younger learner.
- Research the relevant instructional delivery methods.
- Research other associations' education best practices to reach young professionals.
- Create promotional plan to attract younger members on tasks forces to provide CPE development input.
- Explore mentor program for instructors to support younger CPAs involvement.
- Implement pilot programs using new teaching methodologies.
- Create marketing plan to highlight fresh approaches to CPE delivery.

Metric:

A. Measure and analyze the number of new CPAs individuals who participate in the development of, presentation of, and/or attend CPE events. Grow by 10% each year.

Goal 2:**Implement emerging technology into CPE delivery systems.****Strategies:**

- Create plan to regularly explore potential new options for CPE delivery.
- Use technology to expand the learners' experience across space and time.
- Use technology to enhance post CPE feedback and experience.
- Develop plan to support educators in learning new methods.
- Explore enhanced data mining to customize promotional efforts.
- Design marketing plan to promote use of new learning methods.

Metric:

- A. Measure the number of new technologies and methodologies explored, implemented or enhanced. Focus on two each year.

Goal 3:**Grow CPE enrollments through diversification of delivery.****Strategies:**

- Develop and implement plan for member input.
- Create plan to explore growth through potential partnerships.
- Train staff to identify and capture ideas for new opportunities.
- Focus on building relationships that can cultivate increased CPE enrollments.
- Explore best practices of other associations and organizations.
- Experiment with new methods of marketing CPE events.
- Promote MACPA as one stop shop with website support.

Metric:

- A. Measure CPE revenue. Growth will reflect budget each year.
- B. Measure CPE registrations. Growth will reflect budget each year.

V. STRATEGIC INITIATIVE: COMMUNICATION AND IMAGE

Enhance the relationships and image of MACPA and the profession through dynamic communication.

Given:

- There is a glut of e-mail in the world.
- Members don't have time to process all of the information "out there."
- Members are not always aware of MACPA scope. (FGR)

Implications:

- We need internal communications to members to be both relevant to and current for individuals.
- Our web site should be the portal of the profession for both information and relationship building with MACPA.
- The profession needs a strong media position.
- Partnerships will help us to better meet the needs of our members.

Goal 1:

Increase the perceived value of communication and information to members not in public accounting.

Strategies:

- Analyze composition and needs of these members.
- Transform website into portal of relevant information.
- Develop multiple formats for information dissemination.
- Develop reporting plan for cutting-edge information and interviews.
- Create marketing plan to communicate benefit to targeted member segments.

Metric:

- A.** Initiate, promote and analyze findings from targeted member feedback mechanisms. (Examples include: online surveys, focus groups, direct-mail surveys) Benchmark using 2005 focus group feedback, quantify year one; increase satisfaction years two and three.

Goal 2:

Engage and align with strategic partners who offer value to members.

Strategies:

- Analyze needs of MACPA to help identify potential partners.
- Continue efforts to recruit strong potential partners for MACPA.
- Create tool to evaluate fit for potential partners.
- Explore best practices for partner relationship building and monitoring.
- Develop strategy for enhancing partner relationship when appropriate.
- Explore partner opportunities with other organizations to enhance MACPA outreach.

Metric:

- A.** Enter into partnership agreements with new partners.

Goal 3:
Increase statewide image building efforts.

Strategies:

- Work with PR firm to increase statewide coverage.
- Develop promotional plan for media to position MACPA as resource.
- Train staff to identify potential image building efforts.
- Hold media planning session with CPE staff regularly to identify promotional opportunities.
- Explore media options across state for enhanced outreach.
- Increase depth of statewide CPA speakers' bureau for potential outreach.
- Create promotional plan targeted to organizations and opportunities that may value hearing from CPAs.
- Media training for leadership.
- Working with partners to enhance MACPA and profession image.

Metrics:

- A. Measure the number of CPAs and CPA profession-related placements in the media. Increase by 10% each years.
- B. Calculate Public Relations (PR) Value of CPA and CPA profession-related placements in the media as regulated by industry standard calculations. Increase value by 10% each year.
- C. Measure the MACPA internal recognition of CPAs and CPA profession-related placements in the media across geographic areas. Baseline year one. Year two and three grow members proportionally to profession distribution.

ANNUAL STRATEGIC REVIEW PROCESS

Participants:

- Board of Directors
- Chair-Elect of Board as the officer with direct strategic planning responsibility
- Strategic Planning Steering Committee (Executive Committee)
- President/CEO
- Staff Strategic Planning Liaison
- Senior Staff
- Strategic Planning Consultant

Documents for Review:

- Mission
- Core Values
- Assumptions
- Strategic Initiatives
- Performance Measurements

On-going Process:

1. Chair-Elect, President/CEO, Strategic Planning Steering Committee, Staff Strategic Planning Liaison and Senior Staff develop an appropriate annual timetable to achieve the plan's strategies and action steps in order to incorporate strategic planning changes into the annual operating plan and budget of the Association.
2. Senior Staff, with the leadership of the President/CEO and Strategic Planning Liaison, reviews the existing Strategic Plan for recommendations for updates and adjustments caused by:
 - Changes in assumptions
 - Invalidation of strategies
 - Invalid performance measures
 - Constraints or allocation of resources (financial, human and other)
 - Implementation constraints
 - Changes in membership needs
 - Timetables
 - Major strategic event
 - Changes in law or regulations
3. The President/CEO and Strategic Planning Liaison review staff recommendations with Strategic Planning Steering Committee prior to sending the recommendations to the Board.
4. Board reviews recommendations for incorporation into the annual operating plan and budget of the Association.
5. Approved recommendations are incorporated into the Strategic Plan and communicated to appropriate staff, committees, task forces and constituents.
6. An in-depth review is undertaken every three years at which time the Strategic Planning Advisory Task Force will be reinstated.