

2018-2021 MICPA Strategic Plan

The Michigan Association of Certified Public Accountants Introduction

The MICPA Board of Directors began its process for creating an enhanced strategic plan for 2018-2021 at the May 2017 Board meeting. The ideas created there were discussed at the Executive Committee's Strategic Plan Retreat in August 2017 along with observations from the CPA profession's overall perspective, to give the Executive Management Team the basis for enhancing the current plan for the coming three years. The process respects that the Strategic Plan is volunteer led and staff driven.

The result of this process is contained in the five initiatives in the 2018-2021 MICPA Strategic Plan: Membership, Advocacy, Sponsorships/Business Development, Learning and Non-CPA Membership. The fifth initiative, Non-CPA Membership, is new for the 2018-2021 period to emphasize the external forces driving change in the profession and how the MICPA must respond to stay relevant.

An overview of each initiative is as follows:

- **Membership:** MICPA is looking at finding resources for member recruitment opportunities not previously utilized, performing research that could open the doors for new member categories, and planning to utilize marketing methods to best engage the ever-changing population. The membership plan also addresses creating opportunities for members to connect with peers through Connect (also called the Hub), utilizing videos to show at firms and companies, and enhancing methods for identifying and growing the succession of the profession through the next generation.
- **Advocacy:** MICPA has its eye on the development of relationships with appropriate members of the state legislature, while planning for and anticipating changes leading up to the November 2018 state elections. MICPA will continue to be involved in projects with state government that support the CPAs unique perspective and contribute to Michigan's prosperity.
- **Sponsorships/Business Development:** Revenue generating activity will be measured and benchmarked to make the most of the exponentially influential mantra of the MICPA. Sponsors will be communicated with to ensure that the expected value is what the sponsor experienced. Longer term contracts will be pursued.
- **Learning:** The Future of Learning and Best Practices in Adult Learning are the focus for the future. This plan concentrates on unique offerings, new speakers, new learning techniques and efficient use of resources to continue the quality of programming our attendees have come to expect. In addition, the CPE Tracker will provide enhanced intel by showing MICPA what third party education is being taken and new vendors for our Association to explore.
- **Non-CPA Membership-How to expand the relevant market:** A fifth initiative has been added to separately identify the actions to be taken by the MICPA in determining how to integrate non-CPAs working in the profession into the MICPA as members.

For each of the five initiatives, objectives and high-level actions have been created for year one (2018-2019).

The updated plans for year one were presented to the Board of Directors on January 23, 2018 and approved. Years two and three are being fully developed and will be updated during the last quarter of each plan year.

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Initiative: Advocacy

To enhance the voice of the profession in Lansing, build relationships, create resources, contribute to the State of Michigan’s growth and show value to members/public through successes

2018 - 2019	2019 - 2020	2020 - 2021
<p>Objective: Cultivate relationships between key officials and the MICPA</p> <p>High Level Actions</p> <ul style="list-style-type: none"> • Pursue relationships with key officials as determined by November 2018 election while maintaining previous relationships to enhance the voice of the profession • Establish relationship with new governor’s administration for inclusion of CPAs in valuable projects • Establish relationships with new appointed directors of LARA, Treasury, etc. • Continue to enhance relationships with State Board of Accountancy members, LARA and Treasury staff • Monitor possible changes on the horizon for groups appointed by the governor, e.g. State Board of Accountancy and Committees <p>Tactics</p> <ul style="list-style-type: none"> • Determine potential turnover prior to 2018 State and Federal election • Revise inventory of established relationships 	<p style="text-align: center;">Under Development</p>	<p style="text-align: center;">Under Development</p>

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<ul style="list-style-type: none">• Reexamine the 20 key officials for changes post 2018 election• Continue to utilize resources (PAA and member feedback) to identify potential candidates for State and Federal office• Continue to understand the makeup and trends within the current legislature to identify potential 2019-2020 legislative session leadership• Cultivate relationships with the winners of the 2018 elections including newly elected leadership <p>Metrics</p> <ul style="list-style-type: none">• Potential turnover prior to 2018 elections was determined• Inventory of relationships revised and updated• 20 key officials have been examined and revised as appropriate• To the extent possible relationships with potential State and Federal candidates and likely legislative leaders were established		
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<p>Objective: Leverage the expertise of the CPA profession in Michigan</p> <p>High Level Actions</p> <ul style="list-style-type: none"> • Identify and seek opportunities to contribute to Michigan's prosperity <p>Tactics</p> <ul style="list-style-type: none"> • Pay particular attention to state “agencies/groups” that will be under appointments from a new Governor • Continued to maintain the environment and relationships to put CPAs on government committees • Lay the foundation with potentially new elected officials to ensure continuation of environment conducive to CPAs being appointed to government committees <p>Metrics:</p> <ul style="list-style-type: none"> • MICPA has analyzed and considered participation in new high-visibility initiatives • Monitored for new initiatives from government through touch points with policy makers • Monitored potential changes to agencies • Opportunities for committee appointments continue 		
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<p>Objective: Enhance members' awareness of advocacy and regulatory efforts</p> <p>High Level Actions</p> <ul style="list-style-type: none">• Evaluate and improve existing advocacy and regulatory communications In line with members' perceived importance <p>Tactics</p> <ul style="list-style-type: none">• Continue to implement an annual plan to expand non-publication communication efforts with members• Continue ways to improve current efforts through enhanced content and distribution targeting <p>Metrics:</p> <ul style="list-style-type: none">• Have fully implemented the non-publication communication expansion plan• Create new methods of content distribution to attract new readers/viewers of MICPA advocacy news		
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Initiative: Sponsorships/Business Development

To cultivate relationships that provide reciprocal value for our members, our sponsor partners and our association. The MICPA members are a highly sought-after demographic audience. We develop and deliver a wide range of relationship-building opportunities-creating several revenue streams.

2018-2019	2019-2020	2020-2021
<p>Objective: All sponsors and MICPA recognize mutual value</p> <p>High Level Actions</p> <ul style="list-style-type: none"> • Emphasize the MICPA audience as the most important audience in Michigan business—due to the trustworthiness and “exponential influence” of the CPA Profession members • MICPA members put “the word” in all word-of-mouth business advertising • Continue to reinforce that ROI has been met with each sponsor • Compare MICPA sponsorship and exhibitor ROI value to less effective marketing choices • Ensure every sponsored content speaking opportunity is sold • Ensure all best attended conferences have a full slate of underwriting sponsors 	<p style="text-align: center;">Under Development</p>	<p style="text-align: center;">Under Development</p>

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<p>Tactics</p> <ul style="list-style-type: none"> • Develop needs analysis of a “great” sponsor • Develop vetting process for identifying ROI of a sponsor relationship • Utilize technology to identify a structured process to track a history of sponsorship details • Call the sponsor to determine the expected value was what the sponsor experienced. If the experience was not as expected, determine how it can be changed going forward. • Manage dates when sponsorships must be sold for sponsored content slots. Obtain various topics from sponsored event speakers. • Manage dates for all heavily attended conferences to ensure all sponsorships are sold. <p>Metrics</p> <ul style="list-style-type: none"> • Analyzed the number of sponsors in each category of good, great, etc. • Using CRM, the revenue generated each sponsor was tracked • Measured revenue increases vis a vis activity; /client satisfaction • Utilized technology tracking history to assist with building profile of a “great” sponsor.90% of sponsored content opportunities were sold. 		
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<ul style="list-style-type: none"> The revenue budget was able to be met for heavily attended conferences. 		
<p>Objective: Maximize and leverage the public relations value of sponsorships and partnership dollars invested</p> <p>High Level Actions</p> <ul style="list-style-type: none"> Ascribe public relations value to every relationship dollar invested Recognize and thank all sponsors and partners continually throughout the year Develop a sponsor testimonial campaign to reinforce ROI--due to the trustworthiness and the “exponential influence” of MICPA members <p>Tactics</p> <ul style="list-style-type: none"> Track new ways to generate earned PR Enhance a master marketing plan matching prospective sponsors with target audiences Create profiles of CPAs to assist sponsors, prospect efficiently, better sell and identify targets. Explain exponential influence of CPAs Regularly recognize partners and sponsors via MICPA platforms Webpages to be added to the website for paying MICPA+ sponsors. 		

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<ul style="list-style-type: none"> • The MICPA + opportunity to enhance a sponsorship is added into proposals. • Marketing of the MICPA + sponsor opportunity is started with an introductory letter sent out to all MICPA members using Informz. Informz is set up to send out additional letters on the MICPA + sponsor based on action taken by MICPA member. • Review other State Associations’ pricing on sponsorships and exhibitor fees and compare to MICPA’s pricing • Review the sponsor and exhibitor pricing of other Associations/Organizations in the State that MICPA could be in competition with and compare to MICPA pricing • Hold a testimonial campaign • Ensure every possible category is represented in MICPA+ sponsorship program <p>Metrics</p> <ul style="list-style-type: none"> • Master marketing plan is created and segmented by target audiences • Created profiles of CPAs to better sell and explain opportunities • Partners and sponsors are recognized via MICPA platforms • Calls to sponsors have been made and ways to improve their experience have been noted and implemented. 		
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<ul style="list-style-type: none"> • MICPA + section is added to website. • An introductory letter is sent to all MICPA members for new MICPA+ sponsors. • A format is set up in Informz to send out follow-up e-mails to MICPA members based on the action the member tool. • Pricing from other State Associations as well as organizations in the state have been researched and compared to MICPA's pricing • Obtained testimonials and photos from sponsors and used them in advertisements and prospectus sheets • All defined categories are represented in MICPA+ sponsorship program 		
<p>Objective: Business development is responsible for ongoing strategic thinking to improve existing sponsor relationships, and to initiate new sponsor relationship options</p> <p>High Level Actions</p> <ul style="list-style-type: none"> • Cross MICPA populations/staff between departments to identify new opportunities • Identify initiatives that impact all members regardless of location • Task forces are surveyed for possible sponsors and exhibitors to enhance a conference. 		

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<ul style="list-style-type: none"> • Multiyear contracts with sponsors become the norm. • Sponsors are sold for an enhanced app that includes specific event information • A new prospectus is developed <p>Tactics</p> <ul style="list-style-type: none"> • Identify vendors that MICPA staff work with in order to build sponsorship packages that market their services to target CPA member audiences • Identify vendors of MICPA members throughout the state to leverage opportunities for sponsorship, collaborated business opportunity and/or new partnerships • Develop the criteria for the submission of wish list items to be submitted by departments for potential sponsor or partner funding • Every proposal is for a multiyear contract • The sponsorship amount for an enhanced app is determined and possible sponsors are brainstormed with IT. <p>Metrics</p> <ul style="list-style-type: none"> • Departments are cross selling or 50% of departments are contributing to enhanced sales • Revenue is being maximized • Criteria for wish list funding developed • Multiyear contracts are sold to sponsors 		
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<ul style="list-style-type: none">• A sponsor is retained for the app enhancement		
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Initiative: Learning

To enhance member learning opportunities that embrace the changing landscape of adult learning and meet state licensure requirements

2018-2019	2019-2020	2020-2021
<p>Objective: Future of Learning: Engage and interact with attendees to enhance learning</p> <p>High Level Actions</p> <ul style="list-style-type: none"> • Continue to research new and evolving CPE trends, including the future of learning • Determine the skill set needed by CPAs of the future and address retooling and retraining education • Understand how technology will change and enhance the way various CPE offerings are provided or discussed through continuing dialogue post CPE offering • Determine skills needed to be client advisor and determine if a series of courses can be developed to assist members on this path. • Once nano learning is in Michigan rules, determine how to offer this option to Michigan CPAs. • Enhance the awareness and understanding of MICPA Business and Industry and CTS (In-firm) offerings. • Understand what skills members believe will enhance their career. (Coaching and mentoring, accounting information systems, business planning and strategy) 	<p style="text-align: center;">Under Development</p>	<p style="text-align: center;">Under Development</p>

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<ul style="list-style-type: none"> • Organize CPE store by technical areas and stress competency rather than compliance <p>Tactics</p> <ul style="list-style-type: none"> • Continue to follow information from the AICPA and NASBA on the future of learning • Staff to continue to attend educational conferences that provide information on the future of learning, current CPE trends and techniques used by other state societies • Continue to research instructors and vendors that can provide new interactive learning. • Talk to various states on new methodologies for presenting CPE courses they are using to enhance course delivery and attendance (Ohio, Washington, Virginia) • Determine if the new skills that members would like to enhance can be turned into a certificate program that would add value to MICPA membership • Research what training is required by firms for audit and tax staff of the future • Research firms' training requirements for the audit and tax staff of the future and find or develop courses that meet the firms needs • Research how technology is being used in learning and how it might enhance MICPA courses. • Determine if a CFO-like series for advisory services and leadership can be created • Determine what courses can be offered in nano size offerings. Review offerings from education vendors 		
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<ul style="list-style-type: none"> • Determine if it is feasible to create and then offer MICPA nano learning courses • Determine and implement new marketing methods and how to best use them to engage attendees (Informz) • Create a marketing strategy to enhance awareness of MICPA business and industry courses and CTS (in-firm) offerings. • Look at AICPA website on marketing and determine if the store can be arranged in such a way as to make it easier to identify all courses within a specific learning area. <p>Metrics</p> <ul style="list-style-type: none"> • Appropriate MICPA Staff attended, documented, and shared information gained from Interchange, State Society CPE Conference, MSAE OrgPro, and other training opportunities • Attendance across all methods of CPE delivery is meeting budget • Self-study is used in nano-bites by MICPA members • Talked to various states and understand new methodologies they are using in learning programs. Implemented the appropriate ideas into MICPA offerings and worked with task forces to implement. • Researched firm training requirements for the audit and tax staff of the future • Investigated the feasibility of a certificate program for needed or enhanced skills • Determined if a CFO like series for advisory services and leadership can be created 		
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<p>Objective: Enhance the value of MICPA Learning/CPE to our attendees</p> <p>High Level Actions</p> <ul style="list-style-type: none"> • Create programs that provide value that members do not find at other local competitor education programs • Emphasize development of new programs and processes to appeal to attendees • Emphasize consolidated communications for CPE offerings to appeal to attendees • Research a technology strategy for learning • Communicate the existence of the new state specific ethics requirement • Create the one course that will meet the required state specific ethics each reporting period • Create a plan to provide high level learning events (pop-ups), working with membership and business development. • Research and begin development of a leadership program for young professionals <p>Tactics</p> <ul style="list-style-type: none"> • Work with the Ethics Curriculum group to create a state specific ethics course • Train the ethics presenters to provide the course • Determine if other outside groups can present the program and what it will cost to use our materials 		
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<ul style="list-style-type: none"> • Market existence of the new state specific ethics requirement • Offer state specific ethics to CPAs statewide at a member and non-member price • Create state specific ethics webinar and on-demand self-study versions • Determine when and to whom the state specific in-person, webinar and on-demand self-study ethics course will be offered free of charge • Enhance sponsorships to enable higher level speakers to be featured in designated conferences • Establish a task force to create a leadership program for young members <p>Metrics</p> <ul style="list-style-type: none"> • The new state specific ethics requirement has been communicated to all Michigan CPAs • A state specific ethics in-person course has been created. In addition, a webinar and on-demand self-study version has been created • A state specific ethics course has been marketed to all Michigan CPAs • Enhanced sponsorships allowed higher level of speakers to be included in certain conferences which increased attendance • New high-level learning events (pop-ups) have been held 		
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<ul style="list-style-type: none"> Established and met with a task force to create a leadership program for young members 		
<p>Objective: Expand the use of the MICPA Tracker to provide a competitive advantage for the Association</p> <p>High Level Actions</p> <ul style="list-style-type: none"> Continue to provide the use of the MICPA Tracker to all Michigan CPA's with the assistance of LARA Refine the tools and information that the tracker provides. Use to expand and enhance offerings and participation Continue to review data of courses taken by Tracker users Use information that the tracker provides to expand and refine MICPA offerings Expand CPE Tracker's abilities to account for the new state specific ethics required class and the new nano-bites option of earning CPE IT team to create a strategy to train CPA firms in the use of the CPE Tracker <p>Tactics</p> <ul style="list-style-type: none"> Leverage the benefit of the MICPA Tracker for ease of use and ease of reporting CPE hours to the State of Michigan Refine groupings through sorting of data by relevant fields, including course date, vendor, course title, and field of study Continue to review course information taken by CPA's on the MICPA Tracker to provide new topics or enhance our offerings to meet the attendee's 		

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<p>needs and gain competitive advantage</p> <ul style="list-style-type: none"> • Modify the CPE tracker to account for the new required state specific ethics course and nano-bites option of earning CPE • Measure new programs and vendors engaged as a result of third party tracker analysis • Analyze member and nonmember tracker usage to measure success of communication efforts • IT team to customize training to CPA firms in use of submitting CPE information to the CPE tracker • IT team members travel to CPA firms to train their staff in how to upload CPE information to the CPE tracker • Analyze additional requirements for other credentials (i.e. ABV, CFP, etc.) and CPE needs (i.e. Yellow Book). Continued to provide courses that qualify for all credentials • Explore the potential for tracking additional credentials and requirements <p>Metrics</p> <ul style="list-style-type: none"> • Continued to review the CPE Tracker report to benchmark member and nonmember CPE Tracker data • Utilized third party tracker information to identify potential new courses and vendors • Modified CPE Tracker to accommodate the new state specific ethics requirement and nano-bites CPE option • IT team provided customized training to CPA firms in use of submitting CPE information to the CPE tracker 		
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<ul style="list-style-type: none">• IT team members traveled to CPA firms to train their staff in how to upload CPE information to the CPE tracker• Analyzed additional requirements for other credentials (i.e. ABV, CFP, etc.) and CPE needs (i.e. Yellow Book). Continued to provide courses that qualify for all credentials		
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Initiative: Membership

To provide and convey value to diverse member groups, while exploring and implementing opportunities to recruit and retain members and to support succession of the profession in Michigan

2018-2019	2019-2020	2020-2021
<p>Objective: Effectively understand and convey the value of membership in each membership category</p> <p>High Level Actions</p> <ul style="list-style-type: none"> • Research potential advantages of simplifying membership pricing and options • Meet with member firms and companies to understand what brings them value and how to best communicate with them • Identify opportunities to enhance value to members outside of public accounting • Design volunteer recruitment campaign for companies and firms and their CPA staff to explain the benefits of having staff volunteer at MICPA to enhance their growth and leadership development • Create support of various credentials being offered to CPAs in the profession 	<p>Under Development</p>	<p>Under Development</p>

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<p>in conjunction with Learning.</p> <p>Tactics</p> <ul style="list-style-type: none"> • Streamline process for obtaining and maintaining member contact information • Determine new marketing methods and how best to use them to engage the population (Informz) • Research which certificates would be of value to members • Create opportunities for members to connect with peers through Connect (the Hub) • Enhance the management of task forces to ensure updated task force focus and mission that is reviewed at least annually to keep task force members engaged • Identify and understand membership efforts of the AICPA and other state societies • Explore opportunities to “customize” membership – CPE bundles, “enhanced” membership, etc. • Identify opportunities to engage new members, young professionals 		
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<p>Metrics</p> <ul style="list-style-type: none"> • Fewer email bounce backs, fewer returned mail pieces due to improved contact information • Stabilized number of members in the Fellow – Not Licensed membership category • Actively engaged retired members • Increased engagement of all members using technology • Customized membership experience 		
<p>Objective: Strengthen and enhance the future of the CPA profession</p> <p>High Level Actions</p> <ul style="list-style-type: none"> • Conduct research and forecasting to understand the risks faced by the profession in 5, 10 and 15 years, regarding talent and workforce development • Leverage our partnership with MAF and other key organizations (ALPFA, NABA, FEI, RMA, etc.) to raise awareness of the CPA profession among students and graduates • Enhance relationships with universities to ensure continued awareness of the value of the CPA credential and careers in accounting • Include a focus on diversity and inclusion in outreach efforts • Review current practices for appeal to young professionals 		

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<p>Tactics</p> <ul style="list-style-type: none"> • Create new relationships with changing department chairs and other key faculty on campuses • Seek opportunities for student and emerging leader interaction • Monitor the activities of the National Commission on Diversity and Inclusion • Include student outreach offerings to enhance their interpersonal and soft skills • Work with educators to determine best approach to collaborate with affiliated departments outside of accounting • Identify additional volunteer opportunities to engage new and young members immediately <p>Metrics</p> <ul style="list-style-type: none"> • Created new relationships with key faculty members at colleges and universities • Provided increased opportunities for student and member interaction • Responded to new ideas presented by the National Commission on Diversity and Inclusion • Expanded college visit presentations to include non-accounting majors 		
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<p>Objective: Keep Peer Review relevant and a part of the MICPA</p>		
<p>High Level Actions</p> <ul style="list-style-type: none"> • Monitor AICPA changes in Peer Review keeping MICPA aware and a part of the process • Position Michigan as an important Peer Review state by mitigating familiarity threat among firms, technical reviewers peer reviewers and firms subject to peer review as well as meeting benchmarks and staffing levels identified in the August 31, 2017 AICPA plan • Maintain and communicate relevant Peer Review resources for MICPA members and reviewers • Maintain a strong relationship with the State Board of Accountancy • Determine the value firms having peer review find in MICPA AE services <p>Tactics</p> <ul style="list-style-type: none"> • Maintain a flexible peer review team that will include a CPA who oversees the program • Create communications to include posting of information and push of information through MICPA avenues • Mitigate any familiarity threat that exists among 		

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<p>RABs, technical reviewers and peer reviewers by adopting a policy of redacting identifying information about firm and/or peer reviewers from documents presented to the RABs</p> <ul style="list-style-type: none"> • Policies and procedures will be adopted to ensure compliance with benchmarks set in three categories: administrator, technical reviewer and RABs • Work with governmental relations staff to maintain a strong relationship with State Board of Accountancy • Survey all peer review firms billed an administrative fee by MICPA to ensure services provided by AICPA and MICPA are differentiated and are effective <p>Metrics</p> <ul style="list-style-type: none"> • Evaluated effectiveness of communications to members • Adopted policies and procedures for familiarity threat and benchmarks • Have successfully completed oversights as prescribed by the AICPA • Strong relationship maintained with State Board of Accountancy • Surveyed all peer review firms billed an administrative fee by MICPA 		
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<p>Objective: Enhance the functionality and maintenance of the CPE Tracker to ensure it remains a benefit for members</p> <p>High Level Actions</p> <ul style="list-style-type: none">• Use the CPE Tracker as a key member benefit in that routinely update members with their CPE hours earned monthly, helping them keep track for compliance• Work with the Michigan Department of Licensing and Regulatory Affairs to inform Michigan CPAs of enhanced CPE Tracker• Grow membership based on CPE Tracker user information in conjunction with IT <p>Tactics</p> <ul style="list-style-type: none">• Enhance the functionality of the Tracker to reflect changes such as nano learning and Michigan specific ethics• Gather feedback from members on their experience using the tracker• Review Tracker information quarterly to glean potential member leads and membership opportunities• Identify and share important CPE Tracker reminders and information with MICPA members		
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<p>Metrics</p> <ul style="list-style-type: none">• Allowed members to provide tracker feedback• New members were obtained through tracker information• Tracked number of members using Tracker to report CPE and renew their licenses		
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Initiative: Non-CPA Membership-how to expand the relevant market

To provide and convey value to diverse non-CPA member groups

2018-2019	2019-2020	2020-2021
<p>Objective: Analyze current membership categories to effectively understand into which category non-CPA members would fit and how the value of membership would best be conveyed</p> <p>High Level Actions</p> <ul style="list-style-type: none"> • Capture ideas and actions to prepare MICPA to respond to and include non-CPAs based on research evolution of the profession • We will seek out unique membership opportunities that will support the mission of the MICPA and benefit all members • Meet with member firms and companies to understand what brings them and OQPs value and how to best communicate with them • Identify opportunities to enhance value to OQPs outside of public accounting • Research which certificates would be of value for members and OQPs. • Review task forces for potential non-CPA membership and participation. 	<p style="text-align: center;">Under Development</p>	<p style="text-align: center;">Under Development</p>

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<p>Tactics</p> <ul style="list-style-type: none"> • Leverage relationships with other organizations to gain access to all potential non-CPA members • Determine new marketing methods and how best to use them to engage the population (Informz) • Create of various certificates to be offered by MICPA, using AICPA’s offerings as a guide • Create opportunities for all members to connect with peers through Connect (the Hub) • Identify and understand membership OQP efforts of the AICPA and other state societies • Explore opportunities to “customize” membership – CPE bundles, “enhanced” membership, etc. • Identify opportunities to engage new members, young professionals • Explore attorneys as members and clarify non-CPAs in industry • Explore attorneys as members and clarify non-CPAs in industry • Focus on no more than two categories of OQP 		
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<p>Metrics</p> <ul style="list-style-type: none">• Developed plan to reach non-CPA members• Created customized membership experience for all members, including OQP• Developed non-CPA value proposition		
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