

STRATEGIC PLAN



2022-2025

ENVISIONING TOMORROW *together*




In 1904, a small group of newly certified accountants from Memphis joined together to create the first association for accounting professionals in Tennessee. Over the next several decades, the organization grew to become the Tennessee Society of Certified Public Accountants, a community of CPAs working to serve, support and protect the accounting profession in our great state.

Today, TSCPA is more than 10,000 members strong. Building upon successes of the past and the Society's proud legacy, TSCPA's 2022-2025 strategic plan provides a roadmap that honors our tradition of success and strives for an even brighter future.

“Due to the pace of change in all areas of business, as well as the lasting impacts of the pandemic, it is critical that we have a road map to guide decision making and to position the Society for continued success in the future.”

**- Kara Fitzgerald, CPA, CGMA
TSCPA President and CEO**

A strategic planning effort was launched in February 2021 in response to the rapidly changing environment of business, the accounting profession and the needs of CPAs as the COVID-19 pandemic continued to cause disruption. To assist in these efforts, TSCPA retained Vista Cova, a nationally recognized firm of expert facilitators who support strategic planning and member engagement. With extensive input from members, TSCPA's Board of Directors and Council, and TSCPA staff, a comprehensive study of the Society's environment helped to identify the challenges and opportunities facing the profession. This environmental scan also helped to identify a need to update TSCPA's mission and vision. A task force was formed to work with TSCPA's senior leadership team and the Board of Directors to create a new vision for the future, a new mission to help us get there and five strategic priority areas.



the
VISION
of TSCPA

The **INNOVATIVE** and **TRUSTED**
RESOURCE for the accounting
profession in Tennessee.

Driving the success of our members
and the communities they serve
through **CONNECTIONS, PROFESSIONAL**
DEVELOPMENT and **ADVOCACY.**

the
MISSION
of TSCPA

Our Priority Areas

These five areas are the foundation of the TSCPA strategic plan. These areas give focus to where TSCPA is going and enable us to shift efforts and resources to reach the future we envision.



CONNECTIONS

To provide and support meaningful opportunities for members to connect, serve and grow.



PROFESSIONAL DEVELOPMENT

To provide innovative and high-quality learning opportunities that empower accounting professionals to succeed in their careers.



ADVOCACY

To effectively represent and advocate for the accounting profession to governmental, regulatory and standard-setting bodies.



STUDENTS & EMERGING PROFESSIONALS

To build the future of the accounting profession by attracting and retaining diverse, high-quality talent.



DIVERSITY, EQUITY & INCLUSION

To strengthen the profession by encouraging a diverse, equitable and inclusive community.



CONNECTIONS



To provide and support meaningful opportunities for members to connect, serve and grow.

Your peers can relate to your challenges and offer insightful perspectives throughout your professional journey better than anyone else. Our goal is to provide meaningful opportunities for members to build and maintain professional connections that encourage collaboration, growth and professional development for both individual members and the CPA profession as a whole.

> SUCCESS STATEMENTS

- Collaborate with Chapters to provide a consistently high-value experience for members
- Promote integration and interaction between TSCPA and the Chapters
- Cultivate and grow a peer-to-peer network that provides advice and guidance on professional issues to TSCPA members
- Increase engagement with members
- Form purposeful partnerships with other associations and stakeholders that expand our members' professional community



PROFESSIONAL DEVELOPMENT



To provide innovative and high-quality learning opportunities that enable accounting professionals to succeed in their careers.

The accounting profession has always required lifelong learning. Yet today, more than ever, the rapid pace of change facing the accounting profession makes ongoing professional development a necessity. Our goal is to provide you with timely CPE programs that keep you informed of the latest hot topics and enhance your skills while providing flexible CPE formats that fit your schedule.

> SUCCESS STATEMENTS

- Incorporate new learning technologies and methodologies into the professional development program
- Enhance our network of subject-matter experts in order to develop a comprehensive catalog of education opportunities
- Increase overall utilization of TSCPA's professional development program
- Deliver timely content on current issues and trends affecting the profession



ADVOCACY



To effectively represent and advocate for the accounting profession to governmental, and standard-setting bodies.

Legislation and regulatory change present ongoing demands on our profession. One of the most important roles that TSCPA fills for our members is that of advocate. Successful advocacy and sound policy require a collaborative effort, and with the strength of our collective voices, we will continue providing just that.

> SUCCESS STATEMENTS

- Grow Tennessee CPA/PAC
- Grow and utilize a grassroots network of key contacts
- Increase awareness of the Society and its goals among members, legislators, regulators and other stakeholders so they rely on TSCPA for subject matter expertise related to proposed legislation and regulation
- Support beneficial legislation and oppose problematic legislation



STUDENTS & EMERGING PROFESSIONALS

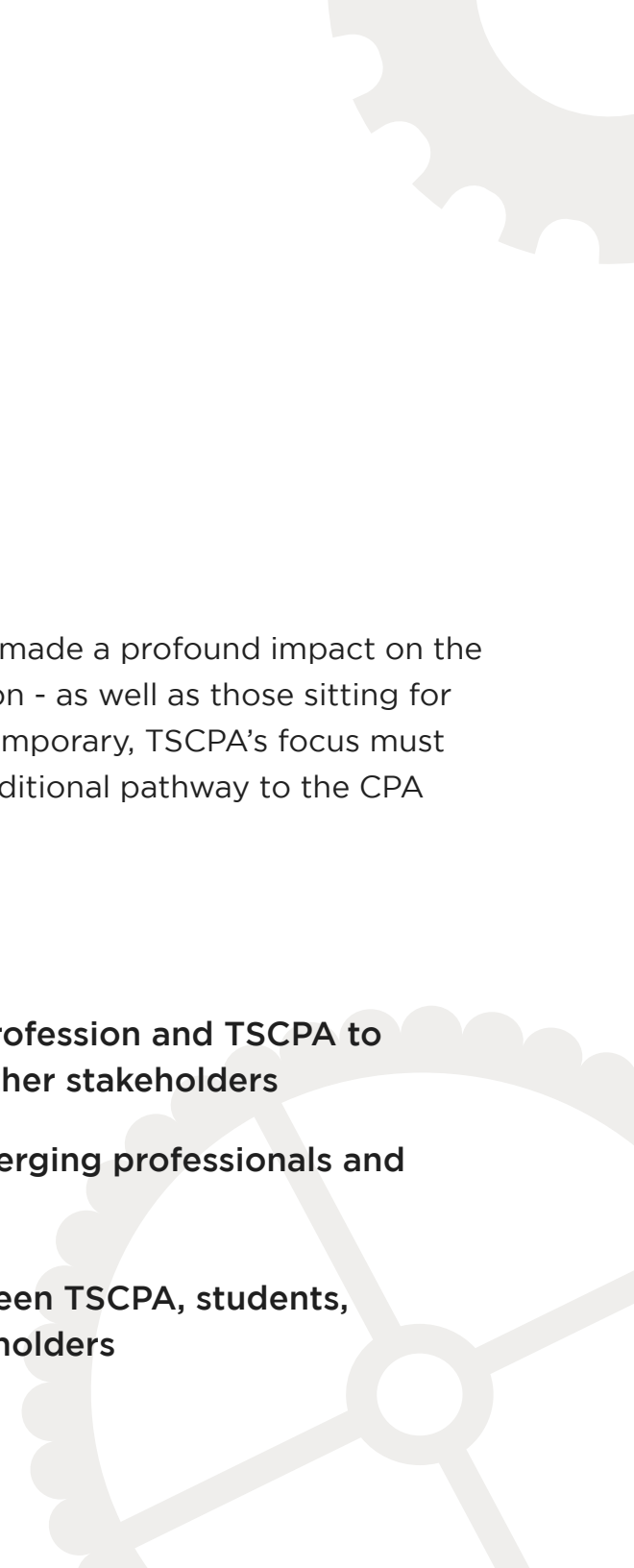


**To build the future of
the accounting profession
by attracting and retaining
diverse, high-quality talent.**

The world is changing, and the pandemic has made a profound impact on the numbers of students pursuing higher education - as well as those sitting for the CPA exam. While this downturn may be temporary, TSCPA's focus must be on supporting future professionals. The traditional pathway to the CPA profession is evolving and so must we.

> SUCCESS STATEMENTS

- Enhance awareness of the accounting profession and TSCPA to students, emerging professionals and other stakeholders
- Increase engagement with students, emerging professionals and other stakeholders
- Establish sustainable relationships between TSCPA, students, emerging professionals and other stakeholders



DIVERSITY, EQUITY & INCLUSION



Embracing diversity and practicing inclusion is critical to sustaining the success of our organization and the future of the CPA profession. Creating an organization that is reflective of the communities we serve - different people, different cultures and different perspectives - better positions the Society to solve challenging and complex issues. TSCPA is committed to not only promoting diversity, equity and inclusion (DEI) in its membership, leadership, staff, and business relationships but also weaving these standards into everything we do.

> SUCCESS STATEMENTS

- **Develop diversity, equity and inclusion education for members, firms, and stakeholders**
- **Identify member champions to support diversity, equity and inclusion initiatives**
- **Build relationships between stakeholders and TSCPA as a partner for DEI initiatives**

To strengthen the profession by encouraging a diverse, equitable and inclusive community.



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