

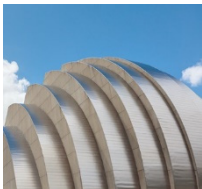


# **NIPR 2020: FOCUSED ON THE FUTURE**

Strategic Plan 2018–2020

## Developing NIPR 2020: Focused on the Future

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**NIPR's planning focus narrowed and sharpened** through months of strategic discussion and research to deliver what is most important and essential to the next three years of NIPR's organizational growth. As the strategic plan took shape, an image – one familiar to the Kansas City team – emerged as symbolic to the work: Kauffman Performing Arts Center.

It is a Kansas City landmark, an architectural icon demonstrating innovative design. In this image, the building's profile against the blue midwestern sky is one of quality and simplicity.

This portion of the building looks like a huge camera lens or telescope. And, like a lens or telescope, there is an agile and flexible system under the simple exterior to focus and execute with precision.

With simplicity and consistency, NIPR will foresee and meet new needs and opportunities. We will provide secure, reliable and trustworthy service to our customers. And we will continue to make modifications with agility and flexibility. **NIPR 2020: Focused on the Future**, like this image of a Kansas City architectural icon, pulls our view upward and challenges us to innovation.

I am pleased to present the 2018–2020 strategic plan produced through the leadership and guidance of NIPR's Board of Directors in partnership with NIPR's management and staff. It reflects our steadfast commitment to serving our customers and is infused with NIPR's core values of Teamwork, Excellence, Trust and Innovation.

– **Karen Stakem Hornig**  
*NIPR Executive Director*  
March 23, 2018

# NIPR 2020: FOCUSED ON THE FUTURE

## 2018–2020

### Introduction

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The creation of **NIPR 2020: Focused on the Future** (2018–2020) provided NIPR’s Board of Directors and management team with the opportunity to reflect on the accomplishments of NIPR 2.0 (strategic plan 2015–2017), assess the current state of NIPR operations, and make realistically ambitious decisions about the organization’s next phase of growth and development. The strategic planning process launched in July 2017 and allowed time for NIPR leaders to think and plan collaboratively as they considered the many factors that influence NIPR’s ability to provide robust services and support to stakeholders now – and into the future.

#### *Migration to a Cloud-Based Technology Infrastructure*

The primary commitment in the previous strategic plan – NIPR 2.0 – was delivering core services with quality, simplicity and consistency. **NIPR 2020: Focused on the Future** builds on that strong foundation, continuing to strengthen business operations and maintaining an intensive focus on the customer experience. NIPR 2020 provides a line-of-sight to future operational reliability, scalability and responsiveness of NIPR products with a steadfast commitment to cloud migration. Modernizing NIPR’s technology was identified as an overarching organizational must-do to achieve stability and transformation. Cloud migration will require extraordinary focus from all NIPR teams over a three-year timeframe. While the work will be intense, NIPR’s future ability to fulfill mission and vision is inextricably tied to cloud technology.

#### *Preparing for the Future*

A recurring theme in the planning process was *innovation*. Board discussions, staff member surveys and work sessions with senior staff all pointed to the question of NIPR’s role as the “go to” resource for insurance licensing and credentialing. What role might NIPR play to help stakeholders anticipate changes, identify trends, and plan for the future in a changing industry? The plan identifies innovation as a strategic pillar that intersects with each of the other pillars, driving organizational thought, strategy and action forward toward proactive responses to a rapidly changing market through research, outreach to stakeholders and consideration of potential new tools and products.

#### *Investing in People*

Achieving NIPR’s strategic priorities requires the collaboration and talent of a committed team, which is the heartbeat of NIPR 2020. Attracting, rewarding and retaining talent will enable NIPR to fulfill its mission and vision with excellence. Significant thought was given to what is required to support a healthy and productive organizational culture into the future. This plan takes bold steps forward to introduce and implement a comprehensive compensation strategy, professional development and training, talent mapping and succession planning.





# NIPR MISSION, VISION AND VALUES



**Effective strategic planning starts with mission, vision and values,** which is where NIPR leaders began their work. Revisions and alterations were considered and tested. Staff members were surveyed. The Board of Directors participated in a planning day; senior NIPR leaders dedicated two days to team planning. As a result, the mission statement was refreshed. A new vision statement was created, reflecting today's reality. New organizational values were developed. The ease with which these statements emerged gives evidence that they solidly represent NIPR's authentic culture.

## NIPR MISSION, VISION AND VALUES

### MISSION

NIPR is a not-for-profit technology company that provides cost-effective, streamlined and uniform licensing data and compliance services for insurance professionals.

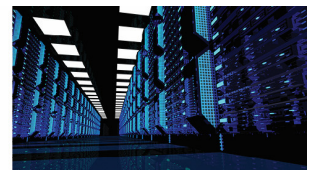
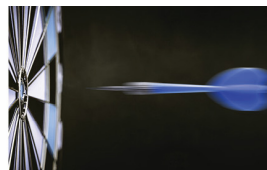
Together with the NAIC and the insurance industry, NIPR protects and serves insurance consumers.

### VISION

NIPR is a licensing and compliance resource for insurance professionals, providing expertise, agile technical solutions, innovative tools and data to support the changing needs of state regulators and the insurance industry.

### VALUES

NIPR's Values define our distinctive organizational culture and powerful commitment to an unsurpassed customer experience. These values contribute to an excellent work environment for the NIPR team and, most importantly, to the highest levels of trust and satisfaction for those we serve.



#### TEAMWORK

NIPR values collaboration, partnerships and teamwork.

#### EXCELLENCE

NIPR values excellent technical solutions and internal processes that are efficient, accessible, timely and cost-effective.

#### TRUST

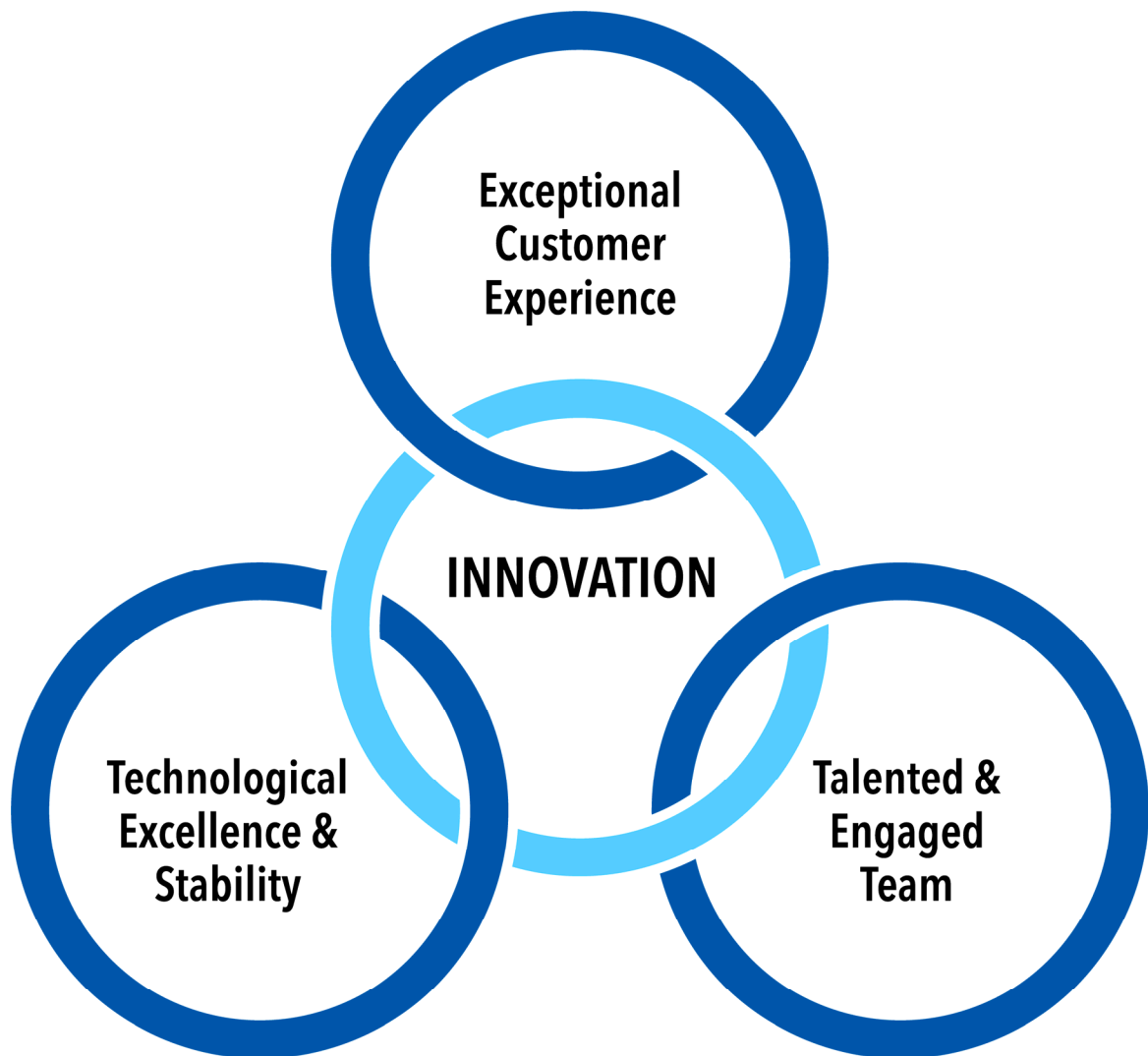
NIPR values its relationship with customers above all, and strives to continuously provide stable, reliable and consistent resources and a secure and user-friendly customer experience.

#### INNOVATION

NIPR values the ability to address relevant and emerging issues, and provide exceptional resources, service, education and guidance to our customers.

## STRATEGIC PILLARS

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**The plan is framed by four strategic pillars** – identified as NIPR’s priority areas of focus for the next three years – targeted toward delivering enhanced value to NIPR stakeholders. Strategic pillars are supported by specific goals. **Innovation** is recognized as an overlapping pillar, influencing the strategy and focus of the other areas.



## Strategic Pillar 1

### Exceptional Customer Experience

NIPR continually strives to provide an outstanding customer experience through intensive focus on quality, simplicity and consistency.

#### Value Connection: Trust

*NIPR's value of **Trust** identifies the relationship with customers as the fundamental priority, with a core commitment to providing stable, reliable and consistent resources and a secure and user-friendly customer experience. The goals that support this pillar focus on delivering an NIPR journey for every customer that is as user-friendly as possible now, and ensuring continual performance enhancement for 2020 and beyond.*

#### Goal 1:

**Advance mission to provide all NAIC member jurisdictions with all major NIPR products by implementing three of the final six states by the end of 2020**

Goal 1 Objectives
<ol style="list-style-type: none"> <li>1. Implement NIPR appointments and terminations product for Massachusetts</li> <li>2. Implement all major NIPR licensing products for Florida</li> <li>3. Implement all major NIPR licensing products for Washington State, Kansas or Hawaii</li> </ol>

#### Goal 2:

**Drive cost-effective, streamlined and uniform business practices among NAIC member jurisdictions**

Goal 2 Objectives
<ol style="list-style-type: none"> <li>1. Drive communications about best practices through use of state producer licensing dashboards at commissioner and departmental levels</li> <li>2. Increase targeted visits by NIPR staff to state departments of insurance</li> </ol>

#### Goal 3:

**Provide superior customer experiences that reinforce NIPR's mission and enhance the NIPR brand**

Goal 3 Objectives
<ol style="list-style-type: none"> <li>1. Increase the percentage of customer calls answered by NIPR's customer representatives by 5% by 12/31/2020</li> <li>2. Exceed industry standard by increasing the number of issues resolved at the time of the customer's first call by 10% by 12/31/2020</li> <li>3. Develop and implement mobile application for NIPR by 12/31/2018</li> <li>4. Improve usability of NIPR.com and online licensing applications</li> </ol>



## Strategic Pillar 2

### Technological Excellence and Stability

Providing consistently **secure, stable** and **smart solutions** is fundamental to NIPR's ability to deliver an exceptional customer experience.

#### Value Connection: Excellence

NIPR's value of **Excellence** supports the goals of this pillar with a focus on technical solutions and internal processes that are consistently efficient, timely and cost-effective. These goals have been identified as fundamental to operational stability and excellence and require organization-wide focus and engagement.

#### Goal 1:

**Provide reliable and flexible technical services through migration to a cloud-based technology infrastructure**

Goal 1 Objectives
<ol style="list-style-type: none"> <li>1. Develop multi-year migration road map</li> <li>2. Migrate pilot application by 10/31/2018</li> <li>3. Migrate 75% of NIPR software applications by 12/31/2020</li> </ol>

#### Goal 2:

**Protect data and systems with best-in-class, robust cybersecurity platforms**

Goal 2 Objectives
<ol style="list-style-type: none"> <li>1. Use security software tools that automatically identify and monitor vulnerabilities in NIPR's technical systems</li> <li>2. Increase reporting on any vulnerability in NIPR's technology to manage risk</li> <li>3. Eliminate or mask personally identifiable information in the software development process</li> </ol>

#### Goal 3:

**Increase speed-to-market of new and enhanced NIPR licensing-related and reporting products**

Goal 3 Objectives
<ol style="list-style-type: none"> <li>1. Develop future-state product vision for each NIPR product</li> <li>2. Establish the business value for proposed NIPR initiatives</li> <li>3. Reduce the amount of time needed to implement new products</li> </ol>





## Strategic Pillar 3

### Talented and Engaged Team

NIPR prizes people above all, and places high value on building and sustaining a talented, stable and engaged team. The NIPR brand is reflected through team members and their daily commitment to mission and vision.

#### Value Connection: Teamwork

*NIPR's value of **Teamwork** supports a culture of collaboration and partnerships. The goals of this pillar set a path forward for ensuring best-practices for staff compensation and board and staff development strategies. People are NIPR's most valued resource; this portion of the plan ensures a steady focus on attracting, retaining and developing talent who will contribute to NIPR's long-term success.*

#### Goal 1:

**Ensure fair and market-driven compensation for NIPR team members**

Goal 1 Objectives
<ol style="list-style-type: none"> <li>1. Develop an ongoing total compensation plan for current staff and new hires</li> <li>2. Adequately fund compensation plan through a multi-year salary budget</li> <li>3. Consider options to reward high-performing staff members</li> </ol>

#### Goal 2:

**Develop stable organization-wide leadership by developing and implementing succession strategy and company-wide training program**

Goal 2 Objectives
<ol style="list-style-type: none"> <li>1. Develop a talent mapping and succession strategy</li> <li>2. Establish skills-based guilds to drive industry best practices and training</li> <li>3. Develop a comprehensive professional development program</li> </ol>

#### Goal 3:

**Support best-practice governance by developing and implementing a comprehensive Board Development Program**

Goal 3 Objectives
<ol style="list-style-type: none"> <li>1. Develop a comprehensive Board Member Orientation and Onboarding Program</li> <li>2. Develop an ongoing Board Education curriculum</li> <li>3. Develop and implement formal annual Board Evaluation process</li> </ol>



## Strategic Pillar 4 Innovation

As a recognized resource in licensing and compliance, NIPR anticipates and responds to emerging customer needs.

### Value Connection: Innovation

*NIPR's value of **Innovation** is aligned with this strategic pillar, ensuring that relevant and emerging issues are addressed, and providing exceptional resources, service and guidance to our customers. The goals of this pillar were constructed as bridges to the future, providing research, strategy and solutions today for the anticipated reality of tomorrow.*

#### Goal 1:

**Focus on research and trends impacting insurance professionals**

Goal 1 Objectives
<ol style="list-style-type: none"> <li>1. Build capacity and expertise in research and industry innovation</li> <li>2. Develop strategy for new business development opportunities</li> </ol>

#### Goal 2:

**Prepare for response to major national initiatives related to data or credentialing of insurance professionals**

Goal 2 Objectives
<ol style="list-style-type: none"> <li>1. Anticipate NARAB initiative by creating a concrete implementation plan</li> <li>2. Develop strategies to minimize the impact of any major one-time initiatives</li> </ol>

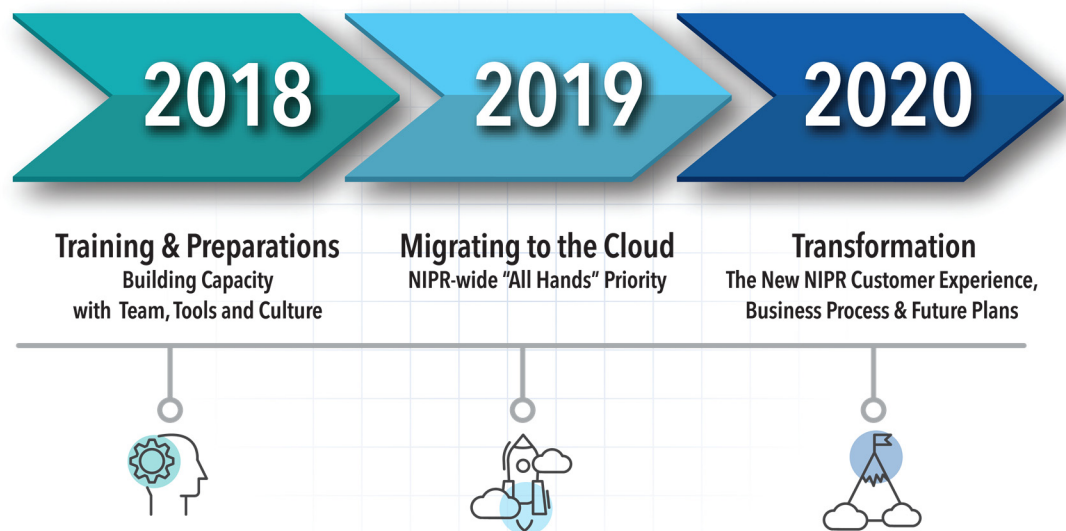
#### Goal 3:

**Define future state of customized user experience for all NIPR customer types**

Goal 3 Objectives
<ol style="list-style-type: none"> <li>1. Determine long-range service goals for providing customized concierge model customer service for all NIPR customers</li> <li>2. Improve ease and quality of technical integration between NIPR and its customers</li> <li>3. Working with the NAIC, create an interactive regulator portal to improve communication and service to NIPR's state customers</li> </ol>

## NIPR 2020: FOCUSED ON THE FUTURE PLANNING PATHWAY

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## A Final Word

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Developing **NIPR 2020: Focused on the Future** was a best-practice exercise in teamwork, efficiency, and immense practicality. Egos were checked at the door; all points of view were invited, considered and respected. NIPR's management team approached the process with honesty, assessing the successes and shortcomings of the previous plan. NIPR's Board of Director's embraced its governance role, providing a strong strategic voice throughout the process. The resulting three-year plan propels the organization into the future with a commitment to cloud technology; leverages tools and talent in realistic, smart ways, and keeps a steady gaze on the horizon, recognizing that NIPR serves a rapidly changing marketplace.

As the months of work with NIPR's board and staff gave shape to the architecture of the final plan, it was heartening to see how accurately the early staff and board work is connected to the final outcome. Ultimately, the four Strategic Pillars supporting NIPR 2020 serve as a secure bridge between NIPR 2.0 and the next three years, extending the pathway ahead with a logical progression of goals fashioned from the reality of organizational successes and challenges, and the recognition that cloud migration is a critical step forward for efficiency, stability and reliability.

This is a *three-year plan* – outlining the next phase in the life of NIPR. Another plan will inform direction for 2021 and beyond, and that plan will assuredly build on the solid work completed within the scope of this effort.

Strategic Planning isn't difficult or mystical. When a team like NIPR's – management, board and staff – understand their business, customers and market, the powerful blend of instinct, experience and knowledge leads the process with practicality and wisdom. Strategic Planning is about honest assessment, thorough research, calculated risk taking and, ultimately, a collaborative "yes" to setting the organizational GPS.

**NIPR 2020: Focused on the Future** is a solid step into the future for NIPR. MPK&D was pleased to be part of this excellent process.

– Patricia A. Bosse  
MPK&D Founding Partner

**MPK&D**<sup>TM</sup>



## APPENDIX 1

### NIPR Background

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**The National Insurance Producer Registry (NIPR)** is a not-for-profit affiliate of the National Association of Insurance Commissioners (NAIC). Governed by a Board of Directors representing the NAIC and the insurance industry, the organization was established as a public-private partnership with the goal of streamlining the producer licensing process.

NIPR's offerings center around two core pieces of technology – the Producer Database (PDB) and the NIPR Gateway (the Gateway).

**Producer Database (PDB):** An electronic database of insurance licensing-related information. The PDB, which complies with the federal Fair Credit Reporting Act, links participating state regulatory licensing systems into one common repository of insurance licensee information. The PDB also includes enforcement data from the Regulatory Information Retrieval System (RIRS) to provide a more comprehensive licensee profile. Today, all states, the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Island are part of the database.

**NIPR Gateway (the Gateway):** A transaction engine that links state insurance regulators with the entities that they regulate to facilitate the electronic exchange of licensing and other credentialing information.

**NIPR transformed the producer licensing process.**

NIPR has made significant strides to transform the insurance licensing-related process. The organization's contributions and commitment to improving the effectiveness and efficiency of insurance licensing has been recognized by the NAIC, industry, and trade associations.

## APPENDIX 2

### NIPR Leadership

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#### BOARD OF DIRECTORS

**WESLEY BISSETT**

Independent Insurance Agents &  
Brokers of America  
(IIABA)

*Board Vice President*

**MICHAEL CONSEDINE**

CEO  
National Association of  
Insurance Commissioners  
(NAIC)

**THE HONORABLE LARRY DEITER**

Director  
South Dakota Division of Insurance

**THE HONORABLE ELIZABETH DWYER**

Superintendent  
Rhode Island Department of  
Business Regulation

**THE HONORABLE TOM GLAUSE**

Commissioner  
Wyoming Insurance Department

*Board Secretary/Treasurer*

**THE HONORABLE TODD E. KISER**

Commissioner  
Utah Insurance Department

**DAVID LEIFER**

American Council of Life Insurers  
(ACLI)

**SUZANNE LOOMIS**

National Alliance of Life Companies  
(NALC)

**LAUREN PACHMAN**

National Association of  
Professional Insurance Agents  
(PIA)

**THE HONORABLE AL REDMER JR.**

Commissioner  
Maryland Insurance Administration

**THE HONORABLE ROGER SEVIGNY**

Commissioner  
New Hampshire Department of Insurance

*Board President*

**JENNIFER STONITSCH**

American Insurance Association  
(AIA)

**JESSICA WALTMAN**

National Association of Health Underwriters  
(NAHU)

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#### SENIOR TEAM

**KAREN STAKEM HORNIG**

Executive Director

**LAURIE WOLF**

Deputy Director

**SARAH HEIDENREICH**

General Counsel

**E. KINGSTON KOSER**

Director of Business Development

**VALERIA WILLIAMS**

Director of Customer Experience

**DENNIS WILSON**

Director of Technology

**MATT PURDY**

Assistant Director of Technology



1100 Walnut Street  
Suite 1500  
Kansas City, MO 64106  
[nipr.com](http://nipr.com)