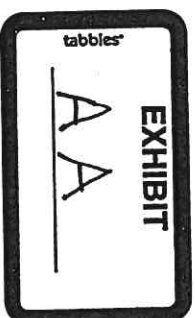


North American Securities Administrators Association, Inc.

WASHINGTON, D.C.

STRATEGIC PLAN

As adopted May 1998 and amended April 2000, September 2002, and September 2005



VISION

NASAA is the oldest international organization devoted to investor protection. Its membership includes the securities regulators in the 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands; the provinces and territories of Canada; and Mexico. As the preeminent organization of securities regulators, NASAA is committed to educating investors, protecting investors from fraud and abuse, supporting capital formation, and helping ensure the integrity and efficiency of financial markets.

MISSION

NASAA represents and serves its members through advocacy, education, subject matter expertise, communication, and coordination.

VALUES

NASAA values investor protection, education, respect for diverse views, building consensus, being proactive, and active participation by all members of the organization.

GOALS

- Promote and enhance the effectiveness and efficiency of securities regulation by NASAA members.
- Promote investor awareness and educate potential and current investors.
- Communicate and advocate the value of securities regulation and investor protection by NASAA members.
- Enhance the skills, knowledge, and abilities of members and staff through education.
- Assure an effective and efficient corporate governance and organizational structure.
- Continue to maintain a viable and effective corporate office.

Goal 1: *Enhance the effectiveness and efficiency of state and provincial securities regulation.*

- 1.1 Provide assistance, coordination, and support for jurisdictional and multi-jurisdictional enforcement actions and broker-dealer and investment adviser examinations.
- 1.2 Address issues and opportunities arising from the Internet and other technological developments.

- 1.3 Promote strategic alliances with the other state, federal, international, industry, and consumer organizations.
- 1.4 Promote the implementation of a uniform, effective and efficient regulatory system for investment advisers, broker-dealers, and issuers.
- 1.5 Maintain a current financial market contingency plan for members and the corporate office.
- 1.6 Identify needs and, where appropriate, develop initiatives for new legislation, rules, and policies to address them.
- 1.7 As necessary, develop, review, update, and repeal model rules, policy statements, and guidelines.
- 1.8 Develop initiatives fostering capital formation.
- 1.9 Recognize outstanding service to NASAA.

Goal 2: *Promote investor awareness and educate potential and current investors.*

- 2.1 Develop a comprehensive investor education plan.
- 2.2 Develop and distribute educational materials, utilizing innovative technology where possible.
- 2.3 Develop and maintain educational alliances.
- 2.3 Encourage and assist all members to expand financial education programs.
- 2.5 Issue investor alerts and similar information on a regular basis, and otherwise as needed.
- 2.6 Assess the effectiveness of current delivery systems for educational materials and programs, e.g., gauge how ethnic populations are being reached.
- 2.7 Increase awareness and promote usage of the CRD and IARD by the public.
- 2.8 Promote educational and regulatory efforts to safeguard retail investors.

Goal 3: *Communicate and advocate the value of state and provincial securities regulation and investor protection.*

- 3.1 Promote the value of investor protection provided by state and provincial regulation.
- 3.2 Oppose attempts to preempt NASAA members' securities regulatory authority or otherwise weaken investor protection.
- 3.3 Inform the public regarding services and assistance available from state and provincial securities regulators.
- 3.4 Maintain and build upon the existing relationships with congressional members and staff, officials of state and federal government agencies, other policymakers, and the media.
- 3.5 Monitor and respond appropriately to legislative, regulatory, and judicial policy trends and initiatives concerning financial services.
- 3.6 Assist in proposing, monitoring, and responding to legislative, regulatory, and judicial developments.
- 3.7 Strengthen NASAA's joint efforts with government, industry, and consumer groups.
- 3.8 Utilize technology to further NASAA's mission.

Goal 4: *Enhance the skills, knowledge, and abilities of members and staff through education.*

- 4.1 Continually evaluate and enhance existing training.
- 4.2 Develop standardized training plans and curricula.
- 4.3 Explore Internet-based training programs, such as webcasting, that can be organized and maintained on the NASAA website.
- 4.4 Explore a certification program for certain agency staff.

Goal 5: *Assure an effective and efficient corporate governance and organizational structure.*

- 5.1 Evaluate and modify, as appropriate, the governance, management, and policy roles and responsibilities of the Board, President, and

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Executive Director.

- 5.2 Improve membership input to the Board respecting policy development.
- 5.3 Periodically review the Articles and By-laws to update the system of Sections, Committees, Project Groups, and meetings to make the association more effective, efficient, and accountable.
- 5.4 Assess the effectiveness of NASAA committees, project groups, and programs.
- 5.5 Assure continuity of programs, services, activities, and policies through the Board's implementation of the strategic plan.
- 5.6 Hold a Committee of the Whole meeting at least every 3 years to evaluate implementation of the strategic plan and to refresh the plan for a new three-year horizon.
- 5.7 Evaluate and modify as needed mechanisms to provide for the attendance of non-administrators and non-committee members at NASAA conferences.
- 5.8 Evaluate and monitor NASAA's Series 63, 65, and 66 examinations and update when necessary.
- 5.9 Perform an internal audit of NASAA's books as necessary.
- 5.10 Evaluate and plan for the short term and long term use of the financial resources of the association.

GOAL 6: *Maintain a viable and effective corporate office.*

- 6.1 Support the work of the corporate office staff by providing clear goals and direction and the tools necessary to accomplish their work in a positive environment.
- 6.2 Upgrade and maintain internal technology to better serve NASAA members.
- 6.3 Regularly update internal policies for the administration of the corporate office including personnel policies and procedures.
- 6.4 Ensure appropriate staffing and equipment needs are met.