

STATE CONNECTED

Strategic Plan | 2023 | 2024 | 2025





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State Connected Vision

“The NAIC is an innovative, highly connected, member-driven organization that uses world-class data, communication, and technology to support the state-based insurance system and our members’ mission to safeguard markets and protect all consumers.”

Adopted by NAIC members, Fall 2022



Letter from the CEO and COO

The Importance of Connection.

Connected to each other ...

Connected to our consumers and stakeholders ...

Connected to resources and technology ...

Connected to our past and future ...

From the first gathering of NAIC members in New York City in 1871, right up to the present, the NAIC has understood the significance of connection.

Time and time again, our history has shown us that our strength as an organization lies in connectivity. No regulator needs to face an obstacle or challenge alone, just as no policyholder should face a loss alone.

NAIC members have different experiences, resources, and capabilities, and we draw strength from that diversity. Collectively, our members can accomplish so much more than any of them could individually, and the NAIC exists to empower that potential.

For more than 151 years, the NAIC has provided a forum for exchanging ideas, supporting effective state-based insurance regulation, and educating regulators and stakeholders on various regulatory policy issues. The resulting collaboration forges bonds that hold fast when tested.

Over the years, we have evolved to meet our members' needs in a rapidly changing and growing insurance sector. From the telegraph to the fax machine, now to virtual meetings and data analytics, we have always found ways to dissolve boundaries to get things done as a community.

When the COVID-19 pandemic hit in 2020, this track record of coordination allowed us to rally as a team to meet the challenge and adapt to stay on track with our goals. The pandemic also crystallized for many of our members what they needed most from the NAIC—an organization that connects members to each other (even in an increasingly virtual world), the rhythms of their markets, and the changing needs of their consumers. This connection also extends to world-class data and analytics, as well as customized training and subject matter resources. Finally, it connects them to the global insurance regulatory community. This is the vision of *State Connected*, and the NAIC team is committed to delivering on this promise.

As an organization, we realize that our ability to meet this mission and vision is dependent upon a talented, diverse, and engaged team of professionals at the

NAIC. *State Connected* reflects our ongoing commitment to provide high-quality staff support, dedicated to best-in-class service.

We cannot and will not, however, take our position as the nation's insurance regulatory standard setter for granted. We understand, perhaps now more than ever, that we must leverage the NAIC's rich history to build our future.

We are therefore pleased to present the 2023-2025 strategic plan produced through the leadership and guidance of our NAIC officers and the Strategic Planning Steering Committee, along with the critical input of our members, in partnership with the NAIC's management team and staff.



Andrew J. Beal
Chief Operating Officer

Michael F. Considine
Chief Executive Officer

Letter from the 2022 NAIC Officers

When taking on our role as NAIC officers, we made a commitment to our fellow members to support our state-based system and drive efforts to improve and enhance our regulatory framework through the NAIC. The members have committed to protecting their consumers and providing a stable and competitive marketplace. Our system of regulation must continue to keep pace with a rapidly evolving marketplace fueled by seismic shifts in consumer behavior, significant technological advances, and a dynamic policy and regulatory environment.



Andrew N. Mais
(He/Him/His)
NAIC Vice President
Commissioner
Connecticut Insurance
Department

Chlora Lindley-Myers
NAIC President-Elect
Director
Missouri Department of
Commerce and Insurance

Dean L. Cameron
NAIC President
Director
Idaho Department of
Insurance

Jon Godfreed
NAIC Secretary-Treasurer
Commissioner
North Dakota Insurance
Department

Our state-based system of insurance regulation has faced change before, but never on the scale we have experienced over the last few years. We've experienced a multiyear global pandemic, historic natural catastrophes, extraordinary market volatility, and social change and unrest. Our state-based system perseveres and evolves in large part because of our commitment to continuous improvement, including the implementation of our last strategic plan, [State Ahead](#).

State Connected builds on the strong foundation established by *State Ahead* by leveraging the NAIC's strategic investments in talent, modern technology, and resources.

State Connected also reflects NAIC members' need for enhanced connections; i.e., between each other, with markets, with consumers and stakeholders, to data and technology, to education and training, and with fellow regulators across the globe. Through enhanced connections, we will be better positioned to make informed, efficient, and fair judgments as regulators of the world's largest national insurance market.

The vision that *State Connected* represents would not have been possible without the engagement of all NAIC members. We formulated this plan over a two-year period involving countless sessions and discussions at all levels of our membership. Our membership is similarly committed to realizing this vision. Consumers, market participants, and fellow regulators are counting on us to continue a 151-year legacy of excellence that we are privileged to lead.

On behalf of the dedicated individuals who worked tirelessly to put this plan together, we are pleased to share our combined vision for enhancing the insurance regulatory framework throughout the next three years.

The Steering Committee



Front row, left to right: David Altmaier, Sharon P. Clark, Lori K. Wing-Heier, Dean L. Cameron, Andrew N. Mais, Jon Godfread, and Troy Downing. *Second row, left to right:* Carter Lawrence, Kathleen A. Birrane, Scott A. White, Barbara D. Richardson, Chlora Lindley-Myers, Glen Mulready, Gary D. Anderson, and Judith L. French. *Not pictured:* Elizabeth Kelleher Dwyer and Grace Arnold.

The State Connected Model



The NAIC Hub is purposely built to connect and empower its members.

As the NAIC and its members navigated the process of envisioning the organization’s role in the years ahead, we focused on the core critical services the NAIC must make available for its members. These services are represented as the four key “Strategic Focuses” of *State Connected*—Focus 1: Member Connectivity;

Focus 2: Training, Expertise, and Technology; Focus 3: Data and Analytics; and Focus 4: Consumer Education, Outreach, and Advocacy. While in many cases the NAIC may be delivering these services (externally directed), in some areas, like Member Connectivity, the NAIC intends to leverage member expertise for the benefit of all members.

State Connected also recognizes the need for enhanced internal connections at the NAIC, particularly regarding governance and process. We have long been committed to initiatives that enhance speed to market and operational efficiencies (e.g., the formation of the Interstate Insurance Product Regulation Commission [Compact], the System for Electronic Rates & Forms Filing [SERFF], the National Insurance Producer Registry [NIPR], etc.). In an era, however, when data and technology allow for complex problems to be solved in the blink of an eye, we must rededicate ourselves to increasing efficiencies without sacrificing opportunities for member input and thoughtful discussion. We similarly must rid ourselves of duplicative, redundant, and outdated regulations that detract from our forward-looking work.

As a result, *State Connected* Strategic Focus 5: Committee Governance and Management and Strategic Focus 6: NAIC Operations concentrate on optimizing the NAIC internally. A significant aspect of Focus 6 also keys in on ensuring that NAIC talent meets the evolving needs of our members and their markets. As part of *State Ahead*, the NAIC has emphasized creating a culture that respects diversity and inclusion and promotes a commitment to service excellence. *State Connected* retains our commitment to our people and our culture.

Our Mission and Values

Mission

The NAIC's mission is to assist state/territory insurance regulators, individually and collectively, in serving the public interest and achieving the following fundamental insurance regulatory goals in a responsive, efficient, and cost-effective manner, consistent with the wishes of its members:

- Protect the public interest.
- Promote competitive markets.
- Facilitate the fair and equitable treatment of insurance consumers.
- Promote the reliability, solvency, and financial solidity of insurance institutions.
- Support and improve the state regulation of insurance.

Culture and Values

The NAIC supports state/territory insurance regulators as they protect consumers by working to ensure "promises made are promises kept." Insurers promise to pay policyholders in their time of need. Insurance regulators promise to protect consumers and keep markets safe and solvent.

The NAIC's values define our organizational culture and our focused commitment to excellence. These values are present throughout the NAIC work environment in supporting our members and delivering products and services to the U.S. insurance industry. Relationships, teamwork, and innovative thinking affect everything we do. The NAIC values the diversity of its membership and staff, and it seeks inclusive engagement in all facets of its work.



Strategic Focus 1: Member Connectivity



Strategic Focus 1: Member Connectivity

Connecting NAIC members and their staff to each other and with NAIC resources, content, and expertise is paramount in preserving the state-based regulation system. This system will become even stronger through more individual and collective engagement opportunities among members and their departments. As a result, we secure a higher level of consumer protection for all.

- Goal 1:** A more engaged and collaborative membership and insurance department staff.
- Goal 2:** A more intuitive approach to accessing NAIC resources, content, and data.
- Goal 3:** A heightened awareness of and access to available regulatory expertise.

Objectives:

1. Streamline and unify NAIC communications (e.g., emails, scheduling, NewsWire, newsletters, etc.) to members and insurance department staff regarding NAIC meetings and events, committee communications, and participation information. *(Goal 1)*
2. Facilitate member interactions with a simple, unified electronic platform. *(Goal 1)*
3. Easy access to and collaboration around centralized NAIC content, including committee work products, member profiles, and a directory of insurance expertise among state/territory insurance departments. *(Goals 1, 2, and 3)*
4. Improve NAIC program content and the approach for onboarding new members and senior department staff. Similarly, improve the follow-up process and ongoing educational efforts for new members and senior department staff, including NAIC products, services, and regulatory priorities. *(Goal 1)*



Strategic Focus 2: Training, Expertise, and Technology



Strategic Focus 2: Training, Expertise, and Technology

Delivering valuable training and access to expertise is fundamental to the NAIC's mission. These services provide member jurisdictions with training on a broad range of insurance regulatory subjects and facilitate access to subject matter experts (SMEs) internally, within the membership, and externally. Likewise, providing technology infrastructure and application systems to enable greater efficiencies in regulatory processes is a vital NAIC function. The NAIC's work to achieve the objectives outlined below will further our strive for excellence in delivering educational/training content, facilitating connections to expertise, and modernizing information systems.

- Goal 1:** High-quality regulator education and training content and curriculums suitable for *all* regulatory staff functions.
- Goal 2:** A heightened awareness of and access to available regulatory expertise, including within member agencies.
- Goal 3:** Modern, stable, and secure technology solutions.

Objectives:

- 1.** Assess the completeness of curricula for financial and market conduct regulators, rates and forms analysts, and other insurance department professionals, and update accordingly. Assess the NAIC Insurance Regulator Professional Designation Program against professional credentialing standards, and update accordingly. Evaluations will emphasize ease of access, efficiency, and applicability of subject matter topics. Assess training formats and delivery mediums, and update accordingly. *(Goal 1)*
- 2.** Build out NAIC expertise, resources, and personnel in key emerging areas (e.g., cyber, insurtech, modeling, etc.) to address members' needs and allow them to make informed decisions. *(Goal 2)*
- 3.** Apply current technologies and innovative tools to advance the functionality of the NAIC's information systems (e.g., financial and market data collection systems and repositories, SERFF, and State Based Systems [SBS]). *(Goal 3)*



Strategic Focus 3: Data and Analytics



Strategic Focus 3: Data and Analytics

As the official data hub for state/territory insurance regulators for many statutory filings and related reports, the NAIC must remain proficient in collecting and using data from regulated entities. Building on the advancement under *State Ahead*, further development of the NAIC's analytics and analysis capabilities is needed to provide timely and insightful findings.

Goal 1: High-quality financial and market conduct data and reports.

Goal 2: Self-service data analytics and tools.

Objectives:

1. Create clear, member-driven governance practices around data collection, prioritization, and analytics. Consider policymakers' information needs. *(Goal 1)*
2. Re-engineer the current statutory reporting process for financial and market conduct annual statements to improve system flexibility, processing speed, data accuracy, and security. *(Goal 1)*
3. Execute the NAIC's Data Asset Management Project to implement best practices for managing data. This includes the creation of a data platform increasing regulators' efficiency and effectiveness in building analysis reports and visualizations, as well as secure access to raw data for a larger number of data sets. *(Goal 1)*
4. Provide regulators with modern, easy-to-use business intelligence tools for use in the data platform. This will allow self-service data access and customizable analysis and visualizations, in addition to NAIC-generated reports that provide members with key insights on their markets. Ensure education and training for regulators regarding new tools. *(Goal 2)*



**Strategic Focus 4: Consumer Education,
Outreach, and Advocacy**



Strategic Focus 4: Consumer Education, Outreach, and Advocacy

State/territory insurance departments play an important role in educating and assisting their jurisdictions' citizens. Through its members, committees, and staff, the NAIC has substantial resources/expertise that can be marshaled to: develop, share, and promote relevant consumer information; help address protection gaps; respond to the needs of underserved communities; and help consumers better engage with the industry and navigate the claims process.

The NAIC can leverage the relationships, insights, and expertise of its members and staff to enhance our advocacy with federal/international policymakers on key member priorities and the importance and role of our state-based system.

Goal 1: Promote high-quality, relevant educational literature and tools available to consumers to help them learn about insurance companies and navigate the claims process.

Goal 2: Increase awareness of the role state/territory insurance departments play in protecting insurance consumers and incorporate it into NAIC advocacy and external communications initiatives.

Objectives:

1. Advance financial literacy and inclusion by identifying new material that needs to be produced and highlighting existing tools and material that educate on protection gaps existing in areas such as natural catastrophes (e.g., flood, earthquake, etc.) and helps consumers navigate the claims process. *(Goal 1)*
2. Enhance advocacy of NAIC member priorities at the federal and international level, and improve the message regarding the role of state/territory insurance commissioners and insurance department consumer services. *(Goal 2)*
3. Move forward with the formation of a charitable foundation focused on fostering interest and careers in insurance (and insurance regulation), particularly among students from underserved and diverse communities.



**Strategic Focus 5: Committee Governance
and Management**



Strategic Focus 5: Committee Governance and Management

The NAIC's committee system provides the forums and standard-setting bodies necessary for developing and maintaining regulatory policies and practices. There is a desire to more proactively manage the size and scope of the committee system to help ensure the NAIC's nimbleness for addressing emerging issues. The members lead and drive the committee system with the support of professional staff.

Effective governance and management are important to maintaining the credibility of the NAIC in developing and recommending regulatory policies and standards of practice to state legislatures, as appropriate, to the regulated industry and interested federal agencies. The Executive (EX) Committee plays a critical role in setting the "tone" for overseeing the NAIC's business and regulatory affairs.

- Goal 1:** A highly effective, efficient, and disciplined committee system, aligned with the membership's regulatory priorities.
- Goal 2:** NAIC model laws and regulations that achieve consensus.
- Goal 3:** A routine, periodic review of existing models to ensure they remain relevant and aligned with current models and strategic regulatory objectives.
- Goal 4:** An Executive (EX) Committee focused on the future of state-based insurance regulation and the strategic role of the NAIC as a regulatory support organization.

Objectives:

1. Evaluate the process for determining NAIC strategic regulatory priorities to help ensure the alignment of overall committee work, including NAIC support resources and expertise. *(Goal 1)*
2. Ensure prioritized work has deliverables/objectives and deadlines, and that it is appropriately resourced. For new models, provide a high-level analysis of cost/benefit data provided by stakeholders, as may be appropriate. *(Goal 1)*
3. Review the process surrounding members' decisions to embark on NAIC model laws and/or regulations. *(Goal 2)*
4. Consider the NAIC's efforts regarding the development and maintenance of non-accreditation-related models. *(Goal 2)*
5. Review the process for periodic reviews of existing models to ensure they remain relevant and aligned with current models and strategic objectives. *(Goal 3)*
6. Apply best practices for excellence in board and Executive (EX) Committee performance, including strategic planning for future NAIC growth and financial opportunities. *(Goal 4)*



Strategic Focus 6: NAIC Operations



Strategic Focus 6: NAIC Operations

For the NAIC to serve as an effective hub for its members, internally, the NAIC operations and structure must be optimized for coordination and collaboration. Additionally, the success of many of the prior Strategic Focuses rests on having a talented and engaged workforce at the NAIC. In the post-COVID-19 environment, the battle for talent will be fierce. Consequently, the NAIC must position itself to attract and retain the workforce of the future.

Goal 1: A seamless “5-star” experience for our members.

Goal 2: Enhanced coordination and collaboration within existing NAIC units.

Goal 3: Creating an environment where employees feel empowered, engaged, and valued to promote hiring and retention.

Objectives:

1. Seek regular feedback from members and regulator staff regarding NAIC products and services, including services provided by the committee, task force, and working group support staff. *(Goal 1)*
2. Conduct NAIC staff training with an emphasis on: a) being proactive in anticipating the needs of members and their staff; b) being responsive to members’ requests for assistance; and c) the expectation of staff to provide superior customer service for our members. *(Goal 1)*
3. Develop metrics to measure both the quality and quantity of customer service for our members. *(Goal 1 and Goal 2)*
4. Continuously evaluate internal team workstreams and areas of primary/secondary responsibility to identify opportunities for greater coordination and collaboration between internal teams, including the possible restructuring/realignment of internal teams. *(Goal 2)*
5. Continued focus on building strong internal culture, emphasizing continuous learning and high levels of employee engagement. *(Goal 3)*
6. Expand the scope of diversity, equity, and inclusion (DE&I) initiatives to enhance and broaden recruiting activities, internal awareness programs, affinity groups, and other inclusive DE&I measures. *(Goal 3)*

The Journey Ahead

State Connected is built on the premise that if the NAIC continues to evolve with the market while continuing to support its members as they execute on the fundamentals of state regulation—i.e., solvency monitoring, ensuring competitive markets, and consumer protection and education—then it provides the best possible foundation for the continued primacy of state regulation. Both domestic and international policy agendas will similarly flow from the demonstration that state regulation has adapted to this new landscape. The best defense against federal and international intrusion is a strong offense in the fundamentals of insurance regulation that are embodied in *State Connected*.

We recognize that many insurance sector stakeholders share our vision and objectives, and we are committed to engaging them in the implementation and execution of *State Connected* in an open and transparent manner. NAIC management is tasked with working closely with the NAIC leadership and members to implement the action steps contained in *State Connected*. This includes providing the Executive (EX) Committee and members with regular status reports, as well as year-end reports. NAIC management will coordinate with NAIC leadership and members to conduct an annual review of *State Connected* to confirm that the themes, goals, and objectives are still on point.

The development and approval of *State Connected* is a significant accomplishment, but it is just the first of many steps in the NAIC's ongoing transformational journey to enhance our state-based system for the benefit of U.S. consumers and market participants.

Appendix

2022 Executive (EX) Committee Members

Dean L. Cameron, President	Idaho
Chlora Lindley-Myers, President-Elect	Missouri
Andrew N. Mais, Vice President	Connecticut
Jon Godfread, Secretary-Treasurer	North Dakota
<i>Most Recent Past President:</i>	
David Altmaier	Florida

Northeast Zone

Gary D. Anderson, Chair	Massachusetts
Kathleen A. Birrane, Vice Chair	Maryland
Trinidad Navarro, Secretary	Delaware

Southeast Zone

Scott A. White, Chair	Virginia
Carter Lawrence, Vice Chair	Tennessee
James J. Donelon, Secretary	Louisiana

Midwest Zone

Glen Mulready, Chair	Oklahoma
Doug Ommen, Vice Chair	Iowa
Anita G. Fox, Secretary	Michigan

Western Zone

Lori K. Wing-Heier, Chair	Alaska
Michael Conway, Vice Chair	Colorado
Andrew R. Stolfi, Secretary	Oregon

NAIC Support Staff: Andrew J. Beal/Kay Noonan

Strategic Planning Steering Committee Members

Leadership

President	
Dean L. Cameron, Chair	Idaho
Immediate Past President	
David Altmaier, Co-Vice Chair	Florida
President-Elect	
Chlora Lindley-Myers, Co-Vice Chair	Missouri
Vice President	
Andrew N. Mais, Co-Vice Chair	Connecticut
Secretary-Treasurer	
Jon Godfread, Co-Vice Chair	North Dakota

Northeast Zone

Gary D. Anderson, Chair	Massachusetts
Elizabeth Kelleher Dwyer	Rhode Island
Kathleen A. Birrane	Maryland

Southeast Zone

Scott A. White, Chair	Virginia
Sharon P. Clark	Kentucky
Carter Lawrence	Tennessee

Midwest Zone

Glen Mulready, Chair	Oklahoma
Grace Arnold	Minnesota
Judith L. French	Ohio

Western Zone

Lori K. Wing-Heier, Chair	Alaska
Barbara D. Richardson	Nevada
Troy Downing	Montana



