ASPPB Strategic Plan

2022-2028
To Our Members:

Almost three years ago, ASPPB reached out to you on the subject of fearlessness. At the time, the Association had just turned 59, and in human terms was a mature organization, having in large part come into its own as a vital and well-regarded association for the regulators it serves and the public it protects. That said, perhaps like many near-60-year-olds, there was a sense then that the organization wished to find greater meaning, relevance, and impact. In short, in a time of continuous change, ASPPB wanted to matter more to you, to psychology, and to the public. How did it respond to this challenge? By doing what we psychologists encourage others to do on a daily basis: look unflinchingly at ourselves so that we might understand both our potential and the barriers to reaching it.
In April of 2020, we partnered with a strategic consultant to conduct a comprehensive, in-depth examination of the organization in order to ascertain how we might become a greater force for our membership, our liaising partners, the profession, and within ourselves. This diagnostic lasted two years. It progressed through seven stages of work and included more than 100 hours of qualitative interviews with representatives from 80 percent of you, our members. It involved more than 25 further engagements internally to immerse in and interpret the 355 pages of feedback resulting from these dialogues. These internal engagements reconciled and refined the findings in the feedback, ultimately distilling them into an integrated roadmap comprised of 25 strategic initiatives and 72 attendant tactics, all organized under four themes.

Additionally, between 2020 and 2022—and across two dozen ASPPB Board meetings, four full membership meetings, and multiple communiqués—the progress of the diagnostic was conveyed to our stakeholders and feedback gleaned. A culminating, hourlong presentation of the final roadmap, refined by our collective efforts, was shared with more than 100 attendees at the Association’s Annual Meeting in October of 2022, and afterward to those who were absent. And here, with this capstone document, we present the result of our collaborative work.
Many organizations do periodic strategic planning. But the scope and ambition of our project was, and is, such that what ASPPB is now endeavoring can easily be called “generational work.” With your brave candor at the core of this project, ASPPB has begun to reimagine itself with integrity, foresight, and for the long-term.

At the outset of this project, we invoked the words of two individuals: author William Faulkner who said that “we cannot swim for new horizons unless we have the courage to lose sight of the shore,” and philosopher George Addair who observed, “Everything we want is on the other side of fear.” These notions are as pertinent now as they were then. The only difference is that now we can see the opposite shore. At 62, with your astonishing help, we now know where the other side of fearlessness resides and are making our way toward it.

Thank you so much for your innumerable contributions throughout this journey. We welcome your feedback and look forward to continuing conversations as we work together to reach these worthy goals.

Herbert Stewart, PhD, President and Mariann Burnetti-Atwell, PsyD, Chief Executive Officer
### Diagnostic Phases

#### Understanding
- **April-May, 2020**
  - 700 pages of internal documents, knowledge questions, meetings to form the baselines for in-depth inquiries with stakeholders

#### Diagnosing
- **June-December, 2020**
  - Qualitative interviews with 80 percent of ASPPB’s membership along with 17 liaisons, staff, and ASPPB board members

#### Reporting
- **January-April, 2021**
  - Methodical coding of 355 pages of qualitative data, distillation of six areas of concern/interest, and presentation of results for ASPPB board and membership

#### Vetting
- **March-June, 2021**
  - 12 sessions with ASPPB board and staff to digest findings and formulate initiatives via detailed worksheets and discussions per category

#### Prioritizing
- **July-December, 2021**
  - Horizontal-vertical coding of worksheet data, distillation of initiatives, and “chit” ballot exercise for board, staff, and board/staff to rank major and minor initiatives, producing four strategic themes or commitments. Breakout and ballot exercise for membership to further refine Tier 1 initiatives.

#### Planning
- **January-July, 2022**
  - 4 operationalization sessions with staff, 4 with ASPPB board, and 28 between CEO-consultant to assign and refine tactics for Tier 1 initiatives within four strategic themes/commitments in order to generate a comprehensive strategic plan

#### Implementing
- **August, 2022-Beyond**
  - Final ASPPB board ballot to omit any Tier 1 initiatives/tactics with 3/4 majority; diagnostic scoring; final discussions and endorsement

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The seven-stage process ASPPB observed and activities therein

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>January, 2021</td>
<td>ASPPB Board Full Reveal</td>
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<td>April, 2021</td>
<td>Midyear Meeting Unveiling</td>
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<tr>
<td>October, 2021</td>
<td>Annual Meeting Report</td>
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16
Number of weeks to interview stakeholders

87
Number of interviews

49
Discrete jurisdictions interviewed

49/43
Number of questions devised per interview; number of questions asked per interview

73
Average length (in minutes) of stakeholder interviews

9
Number of individuals interviewed

355
Total pages of feedback provided to ASPPB

1000
Hours of dialogue with stakeholders

80
Percentage of ASPPB’s membership interviewed
Jurisdictions included in the diagnostic conversations, and how the stakeholders were represented within them.
ASPPB Board
- Chit Ballot
- 2020-2022 Board Presentations
- Ballot Rankings
- 6 Vetting Sessions and Worksheets
- 4 Operationalization Sessions
- Final Ballot and Budget Session

ASPPB Membership
- Chit Ballot
- Diagnostic@ Email
- In-depth Interviews
- 355 pages of Coded Feedback
- 2021-2022 Midyear and Annual Presentations
- 2021 Annual Meeting Breakouts
- Post-Meeting Surveys

ASPPB Staff
- Preliminary Knowledge Interviews
- Ballot Rankings
- In-depth Interviews
- Chit Ballot

25 Initiatives
72 Tactics

How each stakeholder group was involved in the diagnostic engagements.

Engagements
How stakeholders collaborated over the diagnostic period

1. Internal material, knowledge questions
2. Qualitative Interviews
3. Coded Feedback Report
4. 12-Session Vetting of Coded Feedback
5. Recommended Initiatives Generated via Worksheets
6. Coded Feedback Report
7. Balloting Exercise to Rank/Prioritize Initiatives
8. Breakouts/Survey/Feedback
9. Balloting Exercise to Explore/Elevate Tier 2 initiatives
10. Recommended Initiatives Presented
11. 8 Tactical Sessions for Initiatives Based on Balloted Rankings by Board and Staff; Budgeting Session; Final Board Ballot; Final Discussion

Members

Diagnostic Progression and Flow
STRATEGIC THEMES & INITIATIVES
By engaging more fully with the issues and ideas that affect the current and future regulation of psychology, ASPPB will become a go-to source of information, research, data, insights, and thought leadership for its members and others involved in public protection.
Initiatives

Reimagine ASPPB’s communications apparatus to improve engagement, relevancy, and the service of thought leadership between the association and its membership.

Rebrand ASPPB to reset/reestablish the association both internally and externally. This rebrand should combat the for-profit (mis)perception of the association, advance the larger goals of ASPPB as a thought leader, and reinvent the association’s online platforms to improve navigability and feature content communications for greater relevancy, engagement, and top-of-mind status.

Create a series of virtual Town Halls on topics that will benefit the membership’s work, help make ASPPB more effective as a convener and source of guidance, as well as enhance ASPPB’s own awareness of what deserves research and insight for the sake of its constituents.

Increase diversity of speakers at events/in content.

[N.B.: Diversity in this context not only includes race/ethnicity/class/gender/LGBTQ+, but also stresses a greater range in expertise, career level, geography, small jurisdiction versus large, and those with experience beyond psychology who can speak on issues related to psychology.]
Create Do/Don't documents that can be more readily adapted by jurisdictions.

Create attractive "information sheets" for ASPPB services and highlight them at events.

Produce a report/summary sheet with links to presentations at the end of each meeting.

Distribute an annual survey to membership that functions as a “report card” on ASPPB’s progress in the reinvention from this strategic plan.
By establishing integrated and reinforcing frameworks of collaboration with stakeholders on issues, projects, and proposed innovations, ASPPB will become a more informed, sought, uniting, and effective apparatus for its members, a “fractured” profession, and overall public protection.
Envision and establish a new structure between ASPPB and membership that provides for closer engagement, grassroots touchpoints, institutional trust, awareness, and ASPPB’s own clarity about those matters on which the association should serve the membership.

Build a permanent ambassadorial system of rotation for CEO visits to every jurisdiction (e.g. 16 jurisdictions each year, or 1 visit every four years).

Reevaluate, reinvest in, and intensify ASPPB’s jurisdictional board training program for greater engagement with ASPPB and clarity of regulatory work.

Reach out to organizations that are connected to the BIPOC community and other groups who may not be adequately represented to enhance information-gathering and -providing.

Reset and redefine ASPPB’s role with APA/CPA, in particular on the three pillars of regulation: education, exam, and experience.
In building new structures that pursue and support the highest and best use of the association, ASPPB will become a more impactful force for members, for the public its members protect, and where appropriate with the profession on whose integrity and trust that public relies.
Initiatives

Build a formal and rigorous governmental affairs apparatus to better serve jurisdictions on legislation that affects the regulation of the profession and, in turn, public protection.

Engage in the anti-regulation/anti-licensure fray to protect psychology and the public it serves.

Ensure better ASPPB elections and a better-informed electorate prior to electing candidates.

Hold a fact-finding series regarding race and standardized testing to clarify ASPPB’s perspectives on/overarching commitment to both diversity and the exam as a vital aspect of competency.
In addressing issues at the core of ASPPB’s institutional health and effectiveness, the association will become a more functional environment and ensure the optimal stewardship of the three outward-facing initiatives previously described.
Identify and hire governance expert to conduct a process that addresses the following foci with the ASPPB board:

- ASPPB’s ideal governance structure—the number of board members, their proper term limits, how they are elected, committee placement—to achieve that ideal, improve representation, broaden perspectives, heighten efficiency, enfranchise strategic expertise.

- the proper role of the board and how to best be/adhere to being a policy board

- leadership training for greater efficacy as individual board members

- the definition and virtues of servant leadership

- how to understand the independence/interdependence of the board/staff

- president-elect onboarding

- the viability of the board’s track system versus its potential to silo expertise
Research the processes of peer organizations and establish a sound structure of stewardship for major public protection initiatives (such as an exam) that steers initiatives in an appropriate and collaborative way, generates awareness and buy-in, and helps repair the splintered nature of psychology across the guild, training, and regulator communities.

Explore what a “Uniform Psychology Act” similar to the exemplar Uniform Accountancy Act might entail and how it would benefit the professional and regulatory apparatus.
Breakdown of initiatives by strategic theme

- **Anticipate** (28%): Thought Leadership
- **Collaborate** (34%)
- **Protect** (28%)
- **Perpetuate** (10%): Institutional Excellence
- Public Protection Issues & Advocacy
- Convening & Interaction
How ASPPB will stage the work over the period of the strategic plan
To learn more about ASPPB’s strategic plan, please write to: diagnostic@aspppb.org.