The theme of the 2013 Annual Report reflects the transition that occurred at the beginning of the year, when the ASWB Board of Directors started the process of defining a new strategic plan and adopting a Governance as Leadership model. In addition, ASWB’s new chief executive officer, Mary Jo Monahan, MSW, LSCW, assumed leadership of the operational organization. One of the first operational changes made was the reorganization of staff into functional departments to provide more efficient and strategic support of the initiatives of the new strategic plan. All these changes resulted in a year of growth for the organization. And so, the theme of butterflies, symbols of transformation and change.
2013
A Year of Growth and Change

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The President-elect
2013 WAS ALSO A SEASON OF DREAMING
by Dorinda N. Noble, Ph.D., LCSW
President-elect & President from November 2013

2013 was a time of moving forward with faith for me, as well. As president-elect, I learned more than I can say by delving into the policies, procedures, and customs of ASWB. It was a time of doing hard thinking about the strategic plan that will guide ASWB through the next few years. Part of that plan involves developing the governance role of the ASWB Board to make the organization stronger, and this truly involved concentrated mental work for me. Coupled with growing muscles in the governance arena, ASWB is also


MESSAGE FROM...
The President
2013 WAS A TIME OF TRANSITION
by Patricia Heard, MSW, MBA, ACSW, LMFT, LCSW

January 2013 was the beginning of ASWB preparing for many transitions. The organization’s current strategic plan was ending in 2013, and a time of new leadership, with Mary Jo Monahan at the helm of the organization, was beginning. The timing of these two events gave the Board an opportunity to prepare the next strategic plan with the staff who would be responsible for its implementation. Michael Barrett, strategic planning facilitator, met with representatives of all ASWB committees, staff, board members, and other key social workers to develop a bold, ambitious direction for the future of ASWB. The resulting 2014-2018 Strategy Map was successful because so many of you helped formulate it. I was proud to be the president of an organization that acts on its commitments.

The four key initiatives in the 2014-2018 Strategy Map are Expand Member Services, Bridge the Boundaries of Social Work Regulation, Strengthen Leadership for the Future, and Broaden Stakeholder Relationships for the Regulatory Community. All of these initiatives, while implemented by staff and by the members of your Board of Directors, are dependent on you—the regulators—keeping ASWB Board and staff members informed about changes in your jurisdiction, your educational institutions, the social work profession, and the public’s expectations of practicing social workers.

Multiple practice locations and evolving practice trends in other professions influenced some of the objectives of ASWB’s 2014-2018 Strategy Map. The social workers appointed to the International Technology Task Force reflect diversity of practice and geography. Electronic records and multiple communication systems have presented new challenges for old social work systems of service delivery. Several regulators updated the rules and regulations in their jurisdiction in response to these changes. ASWB can continue to provide model documents that will reflect current trends that can be applied across multiple jurisdictions if it continues to collaborate with the social workers engaged in innovation.

ASWB must be proactive in its responses to globalization of workplace settings, new social workers seeking examination, evolving systems of service, continuing education providers, and a more demanding public. The members of this organization have the knowledge to help ASWB meet the goals for the 2014-2018 Strategy Map. I encourage all of you to consider volunteering for a committee that could use your expertise. Let the transition of ASWB to an organization that is worthy of global recognition begin through the synergy created when thoughtful practitioners collaborate toward reaching the same goals.

The year of 2013 was a time to savor President Roosevelt’s words about moving forward with faith. After 18 great years with Donna DeAngelis, ASWB continued its journey with Mary Jo Monahan, as well as with other new staff during the year. These newbies brought original ideas, which merged with established ASWB ways of doing things—and suddenly, we were dancing (Dancing!!) at the Delegate Assembly. Staid regulators stomped around the dance floor to country music, and it was a sight to behold!

2013 was a time of moving forward with faith for me, as well. As president-elect, I learned more than I can say by delving into the policies, procedures, and customs of ASWB. It was a time of doing hard thinking about the strategic plan that will guide ASWB through the next few years. Part of that plan involves developing the governance role of the ASWB Board to make the organization stronger, and this truly involved concentrated mental work for me. Coupled with growing muscles in the governance arena, ASWB is also
Creating plans and building knowledge in the broad area of leadership. All of us as regulators serve in capacities that require us to be leaders, and ASWB wants to help us all build our leadership skills and knowledge.

Not only was 2013 a time of thinking, but it was also a season of dreaming—imagining how ASWB could grow in its public protection impact, and how it could embrace a future that involves expanding technology and a social work population that needs license mobility in a shrinking world. Looking around, I see that social work practice has become more creative in using technology to respond to human needs; social work education has become more nimble and less place-bound in meeting learning needs. Now it is time for social work regulation to devise safe ways to help professionals use modern technology across geographical and space boundaries—with licenses that cross jurisdictional lines. I am looking forward to being on the vanguard—with all ASWB members—of creating new strategies for enhancing public protection through license mobility.

2013 was also a rich time to get to know more of you, the heart and soul of ASWB, and to experience deep admiration for the tough, thankless jobs you do in your jurisdictions. You truly deepen my confidence in our tomorrows. I want to join you in moving forward with faith!

Message from…

The Chief Executive Officer

ASWB’s Future: Nothing Is Impossible

by Mary Jo Monahan, MSW, LCSW

Revered international leader Nelson Mandela once observed, “It always seems impossible…until it is done.”

During 2013, the ASWB Board and staff set specific and change-making strategic goals to guide us through this leadership transition year while laying the foundation for an even bolder five-year strategic plan. Looking back over this year that has flown by, I can say with confidence that we met those goals by developing a spirit of Engagement, Partnership, and Leadership among the remarkable ASWB members, staff, and volunteers.

The 2013 ASWB Annual Report captures this spirit and chronicles our accomplishments in fulfilling the mission to strengthen protection of the public by providing support and services to the social work regulatory community to advance safe, competent, and ethical practice.

This year, ASWB reorganized both operations and governance functions to reflect the current business model and to support the bold, creative 2014-18 Strategic Plan. The Member Services and Examination Services departments have expanded and rely on the support and expertise of the executive management team and the Operations and Communications/Marketing departments. I believe this reorganization provides increased support and improved customer service to our member boards and encourages innovation, creativity, and interdepartmental collaboration.

The ASWB Board of Directors studied and embraced the “Governance as Leadership” model and led the organization through a robust strategic planning process. The Board reached out to critical stakeholders to inform our work. Through this planning process, I believe that staff and Board members are forging respectful, collegial working relationships that position ASWB as a leadership organization in the social work and the regulatory communities.

Through extensive outreach and partnership, ASWB is expanding the definition of the social work regulatory community to include social work educators and practitioners. ASWB’s new Path to Licensure campaign is designed to increase understanding of the critical role that legal regulation plays in the professional development and identity of social workers, and our shared responsibilities in protection of the public. I believe that this initiative will provide greater collaboration among social work regulators, educators, and practitioners to advance safe, competent, and ethical practice—a shared mission among all.

I want to thank Board, staff, volunteers and colleagues for making my first year at ASWB so remarkable, meaningful, and memorable. What is most gratifying for me as we close this year is to know that staff, Board, and volunteers are truly “living our values” of Respect, Accountability, Integrity, Service, and Excellence... or RAISE. I believe that by working together, following the Strategic Plan, and living our values—truly Nothing Is Impossible.
The year of growth and change: Highlights of 2013

**ASWB welcomed** a new chief executive officer, Mary Jo Monahan, MSW, LCSW, who assumed the role of leading ASWB operations in January. Staff size grew by 30 percent, and the headquarters campus expanded into a third building.

**More exams** were administered than ever before—36,391, a 6.6 percent increase over 2012. Score transfers also increased, up 15 percent from 2012. Online practice exams and study guide sales also were up compared to 2012, by 14.4 percent.

**“Best Practice Standards in Social Work Supervision,”** the result of the work of the Joint Task Force on Supervision Standards, was published through the NASW Press. The task force was a collaboration between NASW and ASWB members Amanda Duffy Randall of Nebraska, co-chair; Fran Franklin of Delaware; Alison MacDonald of Alberta (now of Saskatchewan); and Dorinda Noble of Texas.

**The International Technology Task Force** began its work on developing standards for e-practice. Countries represented include Ireland, New Zealand, and Wales, in addition to North American members representing the Canadian Association of Social Workers and the Canadian Council of Social Work Regulators in Canada, and ASWB, the National Association of Social Workers, and the Council on Social Work Education in the United States. The task force is chaired by Dr. Frederic Reamer.

**ASWB participated in the Council on Licensure, Enforcement, and Regulation (CLEAR) Third International Congress on Professional and Occupational Regulation** in Edinburgh, Scotland, and took part in the meeting of the International Network for Social Work and Social Service Regulation (INSWSSR), which included social work regulators from Canada, England, Ireland, New Zealand, Northern Ireland, Scotland, and Wales.

**The Path to Licensure campaign** was launched with the purpose of informing social work program educators and students about the role of regulation and licensing in public protection and professional development. Two pilot schools were selected: Texas State University School of Social Work and Adelphi University School of Social Work in New York.
Leadership...

"... a process ordinary people use when they're bringing forth the best from themselves and others. Liberate the leader in everyone, and extraordinary things happen."

—James M. Kouzes and Barry Z. Posner
A Bold New Strategic Direction Was the Principal Change Agent in 2013

The strategic plan is “the highlight of a year of work of staff, volunteers, and all the members of the board,” in the words of ASWB President Patricia Heard. More than 600 surveys were sent to members and administrators of ASWB jurisdictional members, other leaders in the social work regulatory community, educators, and practitioners throughout North America. Additional interviews were conducted with more than 30 key social work and regulatory stakeholders, including social work educators and social work leaders, members and administrators of member boards, members of ASWB committees, and past and present members of ASWB’s Board of Directors. The goal of the surveys and interviews: to find out what issues resonated and what respondents considered to be ASWB’s strengths, weaknesses, opportunities, and threats.

The development of a bold new strategic direction was the principal change agent in 2013. Mapping the course that will guide the organization for the next five years involved a three-part process of evaluation, research, and planning. The strategic plan was developed over the course of 10 months with the help of facilitator Michael Barrett of Resonance LLC. Barrett had also helped ASWB develop the previous strategic plan in 2010, so he brought not only expertise but familiarity with the organization and an understanding of what needed to be accomplished.

The “deep dive” into ASWB’s strengths, weaknesses, opportunities, and threats yielded insights that helped the 16-member Strategic Planning Committee define challenging strategic initiatives related to operational priorities of expanding member services, broadening stakeholder relationships, and bridging the boundaries of social work regulation. A fourth initiative was developed by the Board of Directors that focused on strengthening leadership for the future. Four priorities from the 2010 strategic plan were determined to be “keepers,” meaning that they still had strategic value to ASWB’s future. These were also integrated into the new objectives.

A second planning session took place in Culpeper to gather contributions and insights from ASWB staff members. They identified activities that would be used to create the first of two, 2-year business plans to support the three operational initiatives and objectives defined through the surveys, environmental scans, and work of the Strategic Planning Committee. The members of the Board of Directors wrote a business plan for the leadership initiative.

continues
A strategic plan introduction at the annual meeting in Nashville, Tenn., was a tour de force of ASWB’s Board of Directors. Using imagery of musical composition, the performance showed how ASWB developed the strategic plan much as a composer writes a piece of music. Each member of the Board had a role in introducing the plan. For continuity, a storyline explaining how the initiatives could be embraced by the jurisdictions followed each section of the program. Musical interludes by individual instrumentalists of the Mario da Silva Jazz Ensemble introduced each of the strategic initiatives. As all the parts of the strategic plan were brought together, the ensemble played the musical composition that da Silva had written for ASWB: A Tune for Monday.

The 2014-2018 Strategic Plan was adopted following a vote of the Delegate Assembly at the annual meeting. Implementation begins in 2014.

Values RAISE awareness of ASWB’s mission

Values express what an organization believes in. ASWB’s Strategic Planning Committee together with the Board of Directors contemplated what values were most important to the organization to live by. The group arrived at five key principles, defined in terms of what each value means to ASWB, and then put them in a specific order, to spell the word “RAISE”:

Respect. Embracing commonalities and differences in regulatory practice
Accountability. Operating responsibly toward members, professionals, and the public
Integrity. Being just, fair, and honest
Service. Meeting the needs of members, professionals, and the public
Excellence. Achieving the highest standards in all operations and services

Adopting a Governance as Leadership model

The Board of Directors embraced a Governance as Leadership model of board governance as part of the strategic planning process. The model, described in *Governance as Leadership: Reframing the Work of Nonprofit Boards* by Richard P. Chait, William P. Ryan, and Barbara E. Taylor, includes three types of leadership: fiduciary, strategic, and generative. Each has a different purpose and all are equally important. The fiduciary mode, or type, of governance is associated with the stewardship of the organization’s tangible assets. The strategic mode helps boards determine priorities and advance the mission of the organization. The generative mode is concerned with helping boards frame issues and arrive at answers by being open to exploring options and thinking creatively.
**ASWB Strategy Map 2014–2018**

**Vision**
- Knowledgeable and effective regulators
- Competent and ethical social workers
- Informed and protected public

**Mission**
Strengthen protection of the public by providing support and services to the social work regulatory community to advance safe, competent, and ethical practices

**Strategic Initiatives**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Expand member services</strong></td>
<td>Enable member boards to adopt and use best practices for effective and consistent social work regulation</td>
</tr>
<tr>
<td><strong>Bridge the boundaries of social work regulation</strong></td>
<td>Implement strategies to increase professional competence and mobility to allow practitioners to serve a diverse public</td>
</tr>
<tr>
<td><strong>Strengthen leadership for the future</strong></td>
<td>Identify, develop, and build leadership capacity for regulatory practice to ensure a strong association in the future</td>
</tr>
<tr>
<td><strong>Broaden stakeholder relationships for the regulatory community</strong></td>
<td>Build collaborations that embrace regulation to ensure public protection</td>
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**Strategic Objectives**

1. **Enhance technological capacity**
2. **Enhance member regulatory skills and effectiveness**
3. **Identify and develop new verification and credentialing mechanisms**
4. **Increase consistency of regulation across jurisdictions**
5. **Develop processes to verify continued competence across jurisdictions**
6. **Achieve licensure mobility for social workers across jurisdictions**
7. **Review and revise ASWB Board governance procedures and structures**
8. **Create avenues for enhancing leadership knowledge and skills of member boards**
9. **Craft formal leadership programs and certificates aimed at helping individual regulators increase their effectiveness as regulatory leaders**
10. **Increase public, academic, and professional knowledge about ASWB as an organization**
11. **Educate stakeholders about the value of professional regulation for public protection**
12. **Build collaborative relationships with social work regulators outside the US and Canada**

Association of Social Work Boards
Adopted 11/2013
Partnership...

"A fantastic model of collaboration: thinking partners who aren't echo chambers."

— Margaret Heffernan
Dare to Disagree, TED talk, June 2012
Collaborative partnerships within ASWB’s committees and task forces helped create changes that moved the work of the association forward. A total of 62 volunteers from 35 jurisdictions were appointed to committees and task forces, with 13 being new to committee participation. All are vital to accomplishing the work of the association.

Bylaws and Resolutions Committee

The Bylaws Committee’s charges included considering if a policy was needed regarding regular security audits (recommendation: more research needed) and if changes were needed to the policy regarding the annual evaluation of the executive director (recommendation: not at this time). Recommended changes to the elections process resulted in additional time for delegates to meet candidates at a reception and Q&A session at the Annual Meeting in Nashville. The committee also reintroduced amendments to two articles in the bylaws, which the Delegate Assembly approved.

Approved Continuing Education (ACE) Committee

The ACE Committee continued to review applications from CE providers seeking designation of ACE approval and to renew current providers. This was the first full year of use of the Course Development Checklist, which requires providers to pilot test their courses, thereby satisfying member jurisdiction queries concerning CE hours being aligned with the number of CE credits awarded. ACE-approved providers entered more than 2,000 courses into the ACE Search database used by social workers to find relevant, high-quality CE. ACE was accepted in 41 member jurisdictions in 2013.

Regulation and Standards (RAS) Committee

The RAS Committee began a three-year review of the ASWB Model Social Work Practice Act. Articles I, II, and III were evaluated in 2013. Representatives from 38 jurisdictions responded to a survey seeking input to the review. Highlights from the Public Protection Database (PPD) report: 52 jurisdictions have reported 7,374 actions for 5,171 social workers since 1996. In 2013, actions increased 7 percent and the number of social workers reported increased 6 percent. ASWB acts for 17 jurisdictions as the designated reporting agent to the National Practitioner Data Bank (formerly the HIPDB/NPDB).
The Finance Committee reviewed all financial reports and worked with the association’s auditor on the annual audit of the association’s financial operations. The committee also sought and recommended a financial advisory firm, the Graham Group at Morgan Stanley, to offer guidelines concerning ASWB’s investments. The Board of Directors voted to accept the recommendation. The committee worked with the investment firm to update the association’s investment policy, which the Board of Directors approved. The committee reviewed its previous recommendation for a change to the ASWB bylaws regarding the setting of examination fees and decided not to recommend any changes.

The Nominating Committee recommended the slate for 2013 elections. Three positions on the committee were filled, but one had a one-year term to allow for changes in the bylaws to accommodate two-year terms for committee members.

The International Technology Task Force was established in 2013 to create model technology practice standards for social work professionals and the organizations they serve. The task force has also been charged with exploring the role of social media in both the professional and personal lives of practitioners and exploring regulatory implications on the use of technology and social media in practice and education, and exploring regulatory implications and developing model standards for incorporation into the ASWB Model Social Work Practice Act. Members to be invited include representatives from social work organizations in the U.S., Canada, Wales, Ireland, and New Zealand.

The Program and Education Committee organized the 2013 Spring Education Meeting, held in Austin, Texas, based on a theme of Continuing Competency. With eight panels covering all aspects of the topic, members gained an appreciation of the complexities of not only how to accomplish it, but also how to measure it.
ENSURING THE INTEGRITY OF THE EXAMS

Maintaining the integrity of the ASWB licensing exams is the work of the volunteers who serve on the Exam Committee, as well as paid item development consultants and item writers, and volunteer emeritus members of the Exam Committee who serve as form reviewers. These subject matter experts dedicate themselves to making sure that the exam questions, called items, test knowledge that is relevant to practice. They also make sure that the items are free of bias and written for ease of comprehension. To ensure diversity, item writers and Exam Committee members are selected based on demographic, geographic, and practice area criteria.

The exams serve a critical purpose in helping member jurisdictions ensure that their public protection mission is upheld. The exams provide an objective and reliable measurement of minimum competency. Regular psychometric evaluations of the exams are performed by test administrator Pearson VUE to ensure that the exams are performing reliably and are legally defensible. ASWB initiated a contract in 2013 with Human Resources Research Organization (HumRRO), based in Alexandria, Virginia, to provide additional consultative and psychometric services.

In 2013, the Exam Committee met five times and reviewed 1,635 items. The committee approved 1,234 items for pretest. In addition to the 17 committee members, the exam development program includes 79 item writers and five item development consultants who help the item writers create their items. The consultants also attend the Exam Committee meetings to provide their expertise to the review process. Two item development consultants retired in 2013, and new item development consultants were selected as their replacements. The new consultants begin their terms in 2014.

The fifth edition of the *Diagnostic and Statistical Manual* (DSM-5) published by the American Psychiatric Association was released in 2013, but changes to the exam reflecting DSM-5 content will not be made until July 2015. The purpose in waiting is to allow time for the DSM-5 to be used in practice and to give social workers adequate time to prepare for the exams. ASWB study materials are scheduled to be updated to reflect the change in DSM content in early 2015. A review of the exams for DSM content is scheduled in 2014.

The 2013 Exam Committee members are (l-r): Brent Meyer (GA), Stephanie Washington (TX), Trish Smith (AB), Karen Tamminga (OR), Elizabeth Collardey (MI), Greg Winkler (WI), Liz Johnston (CA), Amanda Duffy Randell (NE) (in rear), Mary Stebbins (VA), Stacey Owens (MN), Miriam Balen (BC), Saundra Starks (KY), Monica Roth Day (MN), Sujata Pai (NY), Nikki Barfield (FL), Marlienne Christian (NY), Keeva Hartley (MN).

The Examination Program by the numbers

- **71,534** Calls answered by ASWB’s Candidate Services Center
- **37,988** Candidates registered to take an ASWB exam
- **75%** Percentage of registrations made online
- **36,391** Exams administered by Pearson VUE
- **93%** Percentage of candidates who agreed they could schedule an appointment easily
- **92%** Percentage of candidates who agreed registration process was smooth

**Pass rates**

- **76.9%** Associates exam
- **77.8%** Bachelors exam
- **82.3%** Masters exam
- **75.3%** Advanced Generalist exam
- **77.9%** Clinical exam

Left: Nineteen item writers were trained in 2013: (l-r) Lauren Henríquez-Bentiné, Angie Hirsch, Tsu-Yin Chang, Lindsey Hazzard, Tammy Dyson, Charu Stokes, Luz Alquicira, Elaine Halsall, Maureen Underwood, Kelli Cortes, Laura Lowe, Julia Poirier, Mar’Kee Thomas, Sepora Fisher, Esther Song, Karen Slovak, Michelle Piper, Lucy Shaw.
“ROAD TRIPS TO CULPEPER” OPENED NEW CONVERSATIONS

In January, ASWB welcomed a new chief executive officer, Mary Jo Monahan, MSW, LCSW. Monahan was not the only new leader at the helm of social work professional organizations in the United States. Six months earlier, President and CEO Darla Spence Coffey, Ph.D., assumed leadership of the Council on Social Work Education (CSWE), and Angelo McClain, Ph.D., LICSW, the new CEO of the National Association of Social Workers (NASW) began his tenure in March 2013.

ASWB invited both CSWE and NASW leadership to Culpeper as part of a “Road Trips to Culpeper” program initiated by Monahan to open new conversations about the role of regulation and licensure in social work education and practice. Some highlights from these ongoing collaborative connections:

- ASWB attended a White House briefing by CSWE that explored social work’s role in implementing the Affordable Care Act.
- ASWB continues to serve on CSWE’s Commission on Professional Education.
- ASWB was a sponsoring organization for the Advanced Practice Doctorate Degree “Think Tank” at NASW, ensuring that the voice of social work regulators was heard regarding eligibility for licensure and workforce issues.
- ASWB President-elect Dorinda Noble’s article titled “Hope in the Midst of Reality: How Regulatory Law Helped Claudia Find a New Direction” was accepted for inclusion in NASW’s upcoming book Hope Matters.
- President Patricia Heard, Secretary M. Jenise Comer, and former ASWB Board member Saundra Starks presented at the National Association of Black Social Workers, a conference that continues to provide important outreach to exam candidates and licensees.

Path to Licensure: Partnership with educators

The Path to Licensure campaign is a partnership between ASWB and social work programs to help faculty incorporate education about professional regulation into the existing social work curriculum. The purpose is to inform faculty and to orient students about their professional development and responsibilities to protect the public from Day One. Current pilot programs are under way at Texas State University School of Social Work and Adelphi University School of Social Work in New York—two very different programs in two very different states.
PARTNERSHIPS INCREASED OUTREACH IN THE REGULATORY COMMUNITY

Within the North American regulatory community, ASWB continues to be a governing member of the Federation of Associations of Regulatory Boards (FARB). CEO Mary Jo Monahan serves on the FARB board, and ASWB Board members and staff attend the annual FARB Forum and FARB Leadership conference. The Association of State and Provincial Psychology Boards (ASPPB), a FARB governing member, was the third organization to make a “Road Trip to Culpeper” for a day of collaborative discussion.

ASWB is a collaborator with the Citizen Advocacy Center (CAC), which provides support and resources for public members of regulatory boards. CAC CEO David Swankin was a featured speaker at ASWB’s Spring Education Meeting, and ASWB CEO Monahan was a presenter at CAC’s annual conference in 2013.

ASWB in turn took road trips to jurisdictional members, visiting Alberta, Alaska, and New York. ASWB attended the annual meeting of the Canadian Registrars and a meeting of the Canadian Council of Social Work Regulators in Nova Scotia. A visit to California was noteworthy because California announced plans to rejoin ASWB and begin using the Clinical exam in January 2016. Interest in joining ASWB was also expressed by the U.S. territories of Puerto Rico and Guam.

Within the international regulatory community, ASWB leadership attended the Council on Licensure, Enforcement, and Regulation (CLEAR) International Congress on Professional and Occupational Regulation in Scotland and the annual meeting of the International Network for Social Work and Social Service Regulation. This outreach illuminates the many perspectives that exist on the global spectrum of how social work regulation is conducted.
MEETINGS EMPHASIZE THE IMPORTANCE OF MEMBER RELATIONSHIPS

Meetings comprise an important part of outreach to members, and participation is always high. This year was no exception. Here as well, ASWB was “on the road” bringing the Spring Education Meeting to Austin, Texas; the Annual Meeting of the Delegate Assembly to Nashville, Tenn.; and one of the popular New Board Member Training sessions to Montreal, Québec.

Taking New Board Member Training to Québec allowed an almost equal representation of Canadian and U.S. member jurisdictions, leading to in-depth discussion of the similarities and differences in social work practice in North America. ASWB conducted a total of three New Board Member Training sessions in 2013, with 57 participants representing 33 jurisdictions from Alaska to Newfoundland and Labrador to Alabama.

SPRING EDUCATION MEETING: ON THE ROAD TO CONTINUING COMPETENCY

The Spring Education Meeting in Austin attracted 94 participants from 37 jurisdictions, who came to learn about continuing competency as a means of enhancing safe practice. The big question for regulators: how to know it’s happening. Through guest panelists, ASWB members were introduced to models being used by other regulated professions, such as physical therapy. Speakers representing social work education and practice from the U.S. and Canada gave their perspectives on the subject.

ASWB members presented the regulatory perspective on how the field of social work could begin the journey toward continuing competency. John Mayr, administrator of the British Columbia College of Social Workers, talked about the steps being taken in his province to use the ASWB exams. President-elect Dorinda Noble moderated a panel of faculty from Texas State (TXST) University School of Social Work, where she is director, describing TXST’s online degree social work programs. Anwar Najor-Durack of Michigan, chair of the Approved Continuing Education (ACE) Committee, offered an overview explaining how ACE-approved providers and courses have to meet rigorous standards in order to be listed in ASWB’s database of searchable CE.

In all, eight panels or individual presenters made the case that competency is an ongoing part of professional development.
HITTING THE HIGH NOTES IN MUSIC CITY: THE ANNUAL MEETING

The Annual Meeting of the Delegate Assembly, held in Nashville, Tenn., was attended by 101 members from 49 jurisdictions who gathered to conduct the business of the association. The highlight of the meeting: introduction of the 2014-2018 Strategic Plan to live musical accompaniment and performances by the ASWB Board of Directors. Following the unique presentation, the Delegate Assembly voted to adopt the plan, setting the course of the association for the next five years.

Much was new at the meeting. Materials were presented on flash drives and made available for download, reflecting efforts to “go green.” Attendees were seated at round tables to encourage conversation. Following a recommendation of the 2013 Bylaws and Resolutions Committee, a reception for election candidates was held, to give delegates time to get to know the people they would be voting into office.

As part of efforts to be more accessible to members, ASWB set up its exhibit booth with information about services. In addition, the new ASWB website was presented to membership. New branding, a new logo, and easier navigation were some of the highlights of the redesign. Adding to the fun of members reconnecting or making new connections, the welcome reception included lessons in line dancing followed by a buffet dinner and more dancing to country-western music.

Also new in 2013, an awards luncheon was held to recognize the winners of ASWB’s two awards for outstanding commitment to social work regulatory board service. Winning the Sunny Andrews Award in 2013 was Ken Middlebrooks of Minnesota. Richard Hazel of Saskatchewan won the Board Administrator Award in 2013.

Business of the association was carried out as usual. Elections were held for ASWB’s treasurer; director at large, public member; and director at large, professional member. All three incumbents were reelected: Carole Bryant of Saskatchewan for treasurer; Fran Franklin of Delaware, director at large, professional member; and Patricia O’Reilly of West Virginia, director at large, public member. Tim Brown of Texas was elected to the Nominating Committee.

The gavel was passed from President Patricia Heard of North Carolina to President-elect Dorinda Noble of Texas, who began her presidency. In closing the meeting, a new tradition was established, with ASWB legal counsel Dale Atkinson administering the oath of office to the new Board of Directors.
Tim Brown (TX) was elected to a two-year term on the Nominating Committee.

A new tradition: the Board of Directors takes an oath of office.

Line dancing lessons “kicked off” the welcome reception and dinner festivities.

Winning reelection to the ASWB Board were directors at large Patricia O’Reilly (WV), public member, and Fran Franklin (DE), professional member, and treasurer Carole Bryant (SK).

Lisa Crockwell and Joan Davis-Whelan (NL) and Brahna Wilczynski (NM) at the round table seating that encouraged discussion.

Tim Brown (TX) was elected to a two-year term on the Nominating Committee.
Engagement...

“Far and away the best prize that life offers is the chance to work hard at work worth doing.”

—Theodore Roosevelt

from a speech given in Syracuse, New York
September 7, 1903
ASWB’s Staff Showed a High Degree of Engagement

Within ASWB’s operations, new leadership brought a new organization that is more functionally structured to provide stronger support of member services and to achieve the strategic initiatives of the 2014-2018 Strategic Plan. The organization grew by 30 percent in 2013, and the headquarters campus expanded to include a third building.

Examination Services

Examination Services was realigned to bring exam development and exam administration together under one director. With this change, the Candidate Services Center (CSC) also took over all product sales of examination preparation materials. In 2013, a total of 14,572 study guides were sold and 12,568 online practice tests were sold, a 14.4 percent increase in product sales over 2012. The CSC had a busy year, answering 71,534 calls and registering 37,988 candidates. In addition, 75 percent of test center appointments were made online. More than 90 percent of exam candidates surveyed following their exam responded that the registration process at ASWB went smoothly and it was easy to schedule an appointment with Pearson VUE. More school reports were processed in 2013 than in 2012, up by 12 percent.

Member Services

Board Services was renamed “Member Services” to better reflect the organizational diversity of our members. The department expanded to include the meetings and conference staff, and the staff expanded, with the addition of a senior manager, Jennifer Henkel, LCSW, and a new meetings manager, Karen Francisco. Member Services also experienced growth in its services to member jurisdictions. For Massachusetts, ASWB processed a total of 2,107 licensure applications and issued 1,791 license numbers, an 8 percent increase over 2012. Subscriptions to the Social Work Registry numbered 1,199 social work practitioners; 29 jurisdictions accept certified Registry verification of credentials and qualifications. Continuing education audit services were provided to Massachusetts, Louisiana, Maryland, and North Carolina.

Operations

Within the Operations department, more focus is being placed on the IT functionality to ensure that the association has the infrastructure in place to support the organization and our outreach to members.

Communications

The Communications department expanded its functionality to include marketing expertise with the addition of staff member Tim Schoch. The department will be focused on building awareness of ASWB and the value of regulation as a means of public protection. Other operations highlights of the year:

- ASWB engaged a full-service psychometric consulting company, Human Resources Research Organization (HumRRO), based in Alexandria, Virginia, to provide independent review and consultation. HumRRO offers a range of services, from psychometric analysis to security reviews and independent security audits for ASWB Examination Services.
- The association renewed its contract with Pearson VUE, which provides test administration services, for an additional five years. Exam candidates can take the social work licensing exam at any of 263 Pearson Professional Centers in North America and at an additional 29 centers worldwide.
- Four internal teams were created to provide opportunities for staff collaboration across departments. The Philanthropy and Social Affairs team manages ASWB’s charitable activities; the Training team designs and implements...
ASWB’s Philanthropy and Social Affairs team was created to manage ASWB’s annual giving program. Donations support charities in Culpeper, the community where ASWB has maintained its offices since 1989. In 2013, ASWB donated $4,360, including a $1,000 donation to Pamper Me Pink Mammogram Fund (above) for Culpeper Regional Hospital during Breast Cancer Awareness Month.

ASWB contracted for independent psychometric and consulting services from HumRRO, based in Alexandria, Va. Pictured (l to r): Tanya Carpenter, ASWB examination administration manager; Deirdre Knapp, Ph.D., HumRRO vice president of operations; Gordon W. Waugh, Ph.D., HumRRO senior scientist and ASWB lead consultant; ASWB CEO Mary Jo Monahan; Dwight Hymans, ASWB deputy executive director; Pat Olinger, ASWB director of Examination Services; Lavina Harless, ASWB examination development manager.

The association launched a new website that is user-centric and easier to navigate. A new logo design and new branding were part of the update.

Throughout the transition to new leadership for the first time in 18 years, ASWB’s staff worked in harmony and with a dedication that showed a high degree of engagement. The reorganization achieved its purpose of increasing staff efficiency and positioning staff to be responsive to members and to the new initiatives of the strategic plan.
Financials
**ASSETS, LIABILITIES, AND NET ASSETS**
**Year ended December 31, 2013**

**ASSETS**

<table>
<thead>
<tr>
<th>CURRENT ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ 752,320</td>
</tr>
<tr>
<td>Operating Investments</td>
<td>7,093,840</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>50,682</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>41,675</td>
</tr>
<tr>
<td>Inventory</td>
<td>31,375</td>
</tr>
<tr>
<td>TOTAL CURRENT ASSETS</td>
<td>$ 7,969,892</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FIXED ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$ 218,509</td>
</tr>
<tr>
<td>Buildings, Furniture &amp; Equipment</td>
<td>2,779,527</td>
</tr>
<tr>
<td>Less Accum. Depreciation</td>
<td>(1,132,081)</td>
</tr>
<tr>
<td>TOTAL FIXED ASSETS</td>
<td>$ 1,865,955</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OTHER ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Designated Reserves</td>
<td>$ 5,304,213</td>
</tr>
<tr>
<td>Refundable Deposits</td>
<td>2,467</td>
</tr>
<tr>
<td>TOTAL OTHER ASSETS</td>
<td>$ 5,306,680</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>$ 15,142,527</td>
</tr>
</tbody>
</table>

**LIABILITIES AND NET ASSETS**

<table>
<thead>
<tr>
<th>CURRENT LIABILITIES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>$ 758,762</td>
</tr>
<tr>
<td>Payroll Taxes Payable</td>
<td>639</td>
</tr>
<tr>
<td>Sales Tax Payable</td>
<td>79</td>
</tr>
<tr>
<td>Deferred Exam Revenues</td>
<td>1,303,635</td>
</tr>
<tr>
<td>TOTAL CURRENT LIABILITIES</td>
<td>$ 2,063,115</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Unrestricted Net Assets</td>
<td>$ 10,612,896</td>
</tr>
<tr>
<td>Unrestricted Net Assets</td>
<td>2,466,516</td>
</tr>
<tr>
<td>TOTAL NET ASSETS*</td>
<td>$ 13,079,412</td>
</tr>
<tr>
<td>TOTAL LIABILITIES AND NET ASSETS</td>
<td>$ 15,142,527</td>
</tr>
</tbody>
</table>

* Of this amount $2,800,350 is designated for the exam/legal defense and $5,504,603 is designated for operating business expense.
### Statement of Revenues and Expenditures

**Year Ended December 31, 2013**

<table>
<thead>
<tr>
<th>Revenues</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam Receipts</td>
<td>$ 9,100,602</td>
</tr>
<tr>
<td>Exam Income – Other</td>
<td>150,225</td>
</tr>
<tr>
<td>Publication Sales</td>
<td>1,447,401</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>72,600</td>
</tr>
<tr>
<td>School Reports</td>
<td>19,125</td>
</tr>
<tr>
<td>ACE Program</td>
<td>55,850</td>
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<tr>
<td>MA Applications</td>
<td>242,605</td>
</tr>
<tr>
<td>Credentials Registry</td>
<td>37,640</td>
</tr>
<tr>
<td>Other</td>
<td>3,375</td>
</tr>
<tr>
<td>CE Audits</td>
<td>11,660</td>
</tr>
<tr>
<td>Interest and Dividends</td>
<td>197,551</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$11,338,634</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Fringe Benefits</td>
<td>$ 2,984,146</td>
</tr>
<tr>
<td>Spring Conference</td>
<td>142,999</td>
</tr>
<tr>
<td>Annual Meeting</td>
<td>198,055</td>
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<tr>
<td>Committee Expense</td>
<td>175,487</td>
</tr>
<tr>
<td>Board Member Training</td>
<td>146,602</td>
</tr>
<tr>
<td>Technology Task Force</td>
<td>689</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>51,652</td>
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<tr>
<td>Consultants</td>
<td>142,240</td>
</tr>
<tr>
<td>ACE Committee</td>
<td>35,235</td>
</tr>
<tr>
<td>Office Operations</td>
<td>234,225</td>
</tr>
<tr>
<td>Equipment Rental and Maintenance</td>
<td>178,303</td>
</tr>
<tr>
<td>Depreciation</td>
<td>200,789</td>
</tr>
<tr>
<td>Exam Cost</td>
<td>4,020,283</td>
</tr>
<tr>
<td>Exam Committee</td>
<td>253,703</td>
</tr>
<tr>
<td>Item Development</td>
<td>217,051</td>
</tr>
<tr>
<td>Communications</td>
<td>239,607</td>
</tr>
<tr>
<td>Facility Expense</td>
<td>79,722</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 9,300,788</strong></td>
</tr>
</tbody>
</table>

**Operating Gain/(Loss)**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation from reserves</td>
<td>$(50,000)</td>
</tr>
<tr>
<td>Gain / (Loss) on Assets</td>
<td>$(4,406)</td>
</tr>
<tr>
<td>Gain / (Loss) on Investments</td>
<td>$483,076</td>
</tr>
<tr>
<td><strong>NET GAIN / (LOSS)</strong></td>
<td><strong>$ 2,466,516</strong></td>
</tr>
</tbody>
</table>