



Leadership Report at 2014 Annual Meeting of the Delegate Assembly

ASWB CEO Mary Jo Monahan, LCSW November 14, 2014

Good morning and welcome to our 2014 Annual Meeting of the Delegate Assembly! I hope you enjoyed our 35th anniversary celebration last night. I am so pleased to spend time with our past presidents, volunteers, and especially my dear friend and colleague Donna DeAngelis—I know you and Dennis are enjoying your retirement and again, Donna, thanks for retiring!

I came across this quote from Teddy Roosevelt and I loved it, we used it in the beautiful 2013 annual report, and I think it also presents a wonderful starting point for this year's Association Leadership Report:

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

In my time with you this morning, I hope to share with you the hard work that ASWB staff, our dedicated volunteers, and our member board members have engaged in over the past year. I am quite certain that we can all agree that our shared work of public protection is definitely “work worth doing.”

We have a tradition at ASWB of giving staff members a card and a check for \$25 on the staff member's birthday. I received a thank you note from one staff member who was a temporary employee at the time she received her check. She now has been hired full time in Member Services. I'd like to share what she wrote:

Dear Mary Jo –

Thank you for the beautiful birthday card and the \$25 check! I am honored and touched to receive a gift from an employer—the first of my career—especially when I am only a temporary employee.

My four-month experience at ASWB has been wonderful. You have assembled a team of hard-working, cheerful, kind, and caring people. It is such a joy to come to work each day serving as a member of this team! It also feels good to provide a service to the nation's social workers who give of themselves daily to try to make our country a more healthy and humane place.

Thank you for the birthday gift, but more importantly, for the gift of meaningful work.

I believe that the ASWB mission statement beautifully and succinctly captures our shared public protection mission: “Strengthening public protection by serving and supporting the social work regulatory community to advance safe, competent, and ethical practice.”

Over the past year, in my public presentations and meetings, I discuss our mission and invite all social workers to become informed and active in the “social work regulatory community.” The ASWB message is that professional regulation and licensure are a shared responsibility, and ASWB needs social work educators, practitioners, and students to join with social work regulators in understanding and embracing professional regulation and licensure. I believe that the message that “we are all in this together” is gaining traction. My experience is that there is more acceptance that social work is a regulated profession—and that regulation is a good thing for the public as well as the profession! This shift is a critical component to social work achieving license mobility in the future.

This message of social work collaboration was clearly exemplified when the new CEOs of two U.S. national organizations, Dr. Darla Spence Coffey with the Council on Social Work Education (CSWE) and Dr. Angelo McClain with the National Association of Social Workers (NASW), served on a Cultural Competency panel discussion with me and Alison MacDonald of Saskatchewan representing regulation at the 2014 Spring Education Meeting in St. Louis. I believe that a similar message of collaboration is growing with our Canadian

colleagues as ASWB traveled to St. Catharines, Ontario, and met with Fred Phelps, executive director of the Canadian Association of Social Workers, at their joint meeting with the Canadian Association for Social Work Education.

The context for my 2014 business report is the evolution of ASWB as an organization over the past three years—from 2012 (Donna’s last year) through 2014, encompassing my first two years. These three years have been years of Transition, Change, Stabilization, and now Growth. And it truly has taken all three years for this evolution...as is true for any organization going through such leadership transition.

We are experiencing growth in all aspects of the association—in operations and governance—as well as in the number of members and volunteers. Volunteers continue to be an incredible resource for ASWB, not only in the gift of their time (in 2013, volunteers donated 3,185 hours, and we will top that number in 2014), but also in their inspirational value for staff and providing ambassadorship for the organization. Thanks to all of you who serve ASWB.

In my July/August *Association News* article, I used a metaphor—the dynamic principles of juggling—to describe how the association is able to take on multiple interrelated projects that depend on each other to move forward. Our guide is the strategic plan that the delegate assembly adopted last year. I am proud of the discipline that staff, Board, volunteers, and member boards are exercising to guide and pace the implementation of the plan. The 2014 activities and results are laying the foundation for

our ultimate goals of increasing consistency of regulation across jurisdictions and license mobility.

My report is divided into two sections: I will discuss Operational Highlights and then Strategic Plan Highlights. I am very pleased to share the activities of the past year and our look at next year.

Section One—Operational Highlights

Over the past two years, I believe we have successfully transitioned to new, aligned operational and governance business models that support not only the strategic plan, but also our members’ needs for quality services and support, the integrity of the examination program, and a strategic growth pattern for ASWB staff to support the strategic plan.

Operations

Let’s start with staff growth. Since January 2013, we filled three open positions, moved some staff into reconfigured positions, and added 12 new positions. I am very pleased that the reorganized structure has allowed for current staff to interview for and transfer into many of these new positions, establishing a career path and assisting staff to move into positions of more authority, leadership, and responsibility. Each staff member has set a professional development goal, and we provided supervisory training and support to all supervisors this year. During the hiring process, of course, we look for competence in job performance, but more importantly, we look for a “good fit” with the culture of engagement and positive collaboration.

I am pleased to introduce staff who are present—please stand and be recognized: Operations—Dwight Hymans, Melissa Ryder,

Dan Sheehan, and Gloria Harper; Communications and Marketing—Jayne Wood, Tim Schoch, and Tracey Daniels; Member Services—Jennifer Henkel, Karen Francisco, and LaTonya Bannister; and Examination Services—Lavina Harless. All of us are here to assure that the 2014 Annual Meeting of the Delegate Assembly is not only great, but EXCELLENT!

ASWB is experiencing growth in assets, revenue, and net income. Our treasurer, Carole Bryant, will give you a detailed financial report tomorrow morning, but I want to point out two changes in ASWB finances. First, shortly after last year's Delegate Assembly meeting, according to a newly adopted Board investment policy, ASWB moved current investments from several individual mutual funds into two managed funds with our Board-approved investment broker, Morgan Stanley. I am pleased to report that as of September 30, 2014, the investment accounts have increased more than 23% as a result of earnings on the investments, as well as additional invested dollars. Another change as of August 2014, the association began implementing an accounting system that combined the previous systems into one integrated accounting system.

Exam Services

Exam Services: 2013 numbers and third quarter numbers for 2014 show increases. Often we get asked, "Why the increases?" We believe that exam use continues to increase due to growth within member jurisdictions. For example: Connecticut is fully implementing the LMSW, and Vermont is writing legislation for the LMSW; British Columbia is using the Clinical exam; Saskatchewan will begin using the Clinical exam in the

near future as part of the process of endorsing social workers in the province to allow them to diagnose as part of their practice. New York is closing the exemptions for government and nonprofit organization employers—all MSWs must have an LMSW or LCSW by Jan 2016—the 10-year grandparenting period will end...most likely!; California will return to using the ASWB Clinical exam in 2016. Another reason is, we believe it is connected to the greater acceptance of licensure that I mentioned earlier and changes in reimbursement strategies for clinical services brought on by the Affordable Care Act. You may have other reasons that I hope you will share with me.

Member Services

Application Processing Services have expanded with the Massachusetts contract renewal, and we are now providing pre-application services for Utah online. CE Audits have increased in the states we are serving—Louisiana, Massachusetts, North Carolina, and Maryland. Staff are engaged in conversations with Oklahoma, Nevada, and North Dakota for other services. ASWB is providing CE course approval for New Jersey. Member Services facilitated an interesting request from American Well, an online medical care organization, to register five LCSWs in 50 states. Thank you to administrators for helping ASWB deliver on this request!

Registry growth has not been as dramatic, but the service is growing. Member Services and Marketing staff are designing a restructure of the Registry program to position it as a verification and credentialing resource.

The PPD, or Public Protection Database, reports that 52 different

jurisdictions have made at least one report to PPD. A total of 8,128 disciplinary actions have been reported against 5,735 social workers. Cara [Sanner] has conducted 23 very lively list serve discussions with you and has developed some great research reports that staff use in our many presentations. I encourage you to use this research information also.

ACE program growth—currently we have 155 providers and 2,436 courses posted on ACE Search website. Forty-two member boards accept ACE approval and another two accept courses offered by ACE providers if the course meets the jurisdictional board's requirements. There is a new design for the ACE program logo, and this branding will be extended to all Member Services programs: It will be like a "family" of Member Support Services with a recognizable ASWB look.

Canadian Registrars—In September, the Canadian Registrars traveled south and held their annual meeting in Culpeper. Having been ASWB members for 10 years, the registrars took this as a great opportunity to tour ASWB headquarters and meet staff. We had two full days of meetings, a lovely dinner and an in-home concert at Donna and Dennis's organic farm, and were featured on the front page of the *Culpeper Star Exponent*!

Communications and Marketing

The Communications and Marketing Department is defining its supportive role within ASWB, designing marketing plans and branding Member Services programs, while orienting staff and Board to their roles in marketing. The ASWB newsletter is sent to all members and stakeholders—FARB (Federation

of Associations of Regulatory Boards) shares our newsletter with all of its members. As mentioned earlier, the 2013 annual report is a beautiful representation of the year of growth and change. ASWB is now on Facebook, Twitter, and has a LinkedIn discussion forum with 231 approved participants. We are pleased to brag that the ASWB website was honored as a 2014 Gold Winner of the Hermes Creative Award given by the Association of Marketing and Communication Professionals!

ASWB has been featured in local Culpeper newspapers at least five times in 2014 for our significant corporate social responsibility (CSR) or corporate citizenship support for local and national charities. Our goal is to promote social good, but also show how ASWB is a community leader and good corporate citizen of Culpeper. The Philanthropy Committee made decisions to support a local pilot flying medical missions for Angel Flight; a community suicide prevention program; and for the second year, Pamper Me Pink—which provides mammograms at no cost for women and men in Culpeper. The talented ASWB bowling team participated for the second year at Bowling for Seniors—and brought a bigger trophy back this year!

And finally, ASWB staff raised \$652.01 in the ALS Ice Bucket challenge. Whichever staff person made the largest donation earned the honor of dumping the ice bucket of water over my head! I then challenged Dr. Barbara Shank, board chair at CSWE, Dale [Atkinson], and my brother Joe Monahan, attorney and MSW.

New Building

The biggest news is an exciting

solution to the fact that in order to accommodate all of this growth—our three buildings are full! So, the ASWB Board has authorized expenditures to build a new corporate headquarters in Culpeper. We have chosen a beautiful location overlooking the mountains, and Project Manager Dwight [Hymans] is working with the architect and builder to develop a site plan and building footprint to bring to the January 2015 Board Meeting. “Hard Hat Dwight” estimates it will take between 12 and 18 months to completion, approximately mid-year 2016.

Section Two—Strategic Plan Highlights

Remember the Mario DaSilva jazz quintet who accompanied the Board in presenting the 2014-18 Strategic Plan? Well, their original musical composition, “Tune for Monday,” is now the “on hold” music that you hear when you call ASWB...so call us!

I will focus on the four initiatives of the Strategic Plan next.

Initiative 1: Expand Member Services

Three New Board Member Training sessions were held in 2014, with a total of 68 attendees, an increase of 11% over 2013. Our guests this year were from the American Association of Veterinary State Boards. Thank you to Dale Atkinson, Richard Silver from Québec, and a new addition this year—John Mayr from British Columbia.

We are grateful to Richard Silver and Kate Zacher-Pate from Minnesota who collaborated with staff to develop and deliver the Administrators Training two-day session in September in Crystal City, Va. The group of seven attendees gave

valuable feedback on what worked and what should be added, and we are already planning for next year’s session. Thank you, Richard and Kate. It was truly a pleasure being part of this very creative team effort, each of us contributing, supporting, and critiquing each other to improve the sessions.

Another new service will be piloted next year—a new “Board Members Forum” will be initiated on the day prior to the 2015 Education Conference to provide training, discussion, and mentoring for interested board members. This forum will run concurrently with the Administrators Forum.

The Program and Education Committee has been re-engineered as the Regulatory Education and Leadership (REAL) Committee, and its charge is aligned with a focus on the Strategic Plan initiatives about regulatory education and leadership training. Fran Franklin, ASWB Board member, is the chair and will tell you about the committee’s work tomorrow afternoon. Most of the committee members are here, and we had a very productive breakfast meeting this morning. Tomorrow morning, Member Services’ Jennifer Henkel will conduct an electronic survey with you to determine other training needs that you would like ASWB to consider.

Initiative 2: Bridge the Boundaries of Social Work Regulation

We have done much work on this initiative in 2014, but the time is now to put a sharp and strategic focus on achieving social work license mobility “in our lifetime!” We urge all of you to put Mobility on your radar screens in a meaningful way and begin to engage the social work regulatory community with us in this quest.

The agendas at the Administrators Forums and their list serve discussions reflect progress and increasing interest in achieving more consistency across jurisdictions regarding supervision requirements, license titles, and the consistent use of PPD. The Board chose the theme of License Mobility for the 2015 Education Conference, and the Regulatory Education and Leadership (REAL) Committee is diligently working from the lens of mobility. This initiative will be the major focus in 2015 and ongoing.

ASWB's Member Services Department plans to implement the Jurisdictional Mobility Assessment (JMA) in 2015 to determine how prepared each of our member boards are to work toward license mobility. The JMA will collect comprehensive information about regulatory mechanisms that impact mobility, such as rules for reciprocity, endorsement, temporary license, exemptions, exceptions, e-practice, legislative initiatives, etc., and will be prefilled by ASWB staff for member confirmation. The JMA will also collect information related to board administrative processes and metrics. Member boards will participate by evaluating and supplying additional information on the JMA.

Member Board Mobility Discussions

Missouri and eight contiguous states are in early discussions about the promotion of mobility, and they had a productive lunch meeting yesterday. I think we can describe this Delegate Assembly as the "meetings within meetings" meeting! The Interjurisdictional Task Force in Canada met throughout 2013 and has begun a mobility pilot program with the Prairie Provinces.

Initiative 3: Strengthen Leadership for the Future

The Board's Governance Task Force is researching best practices in nonprofit board structure and processes and governance practice and is coordinating its work with the Bylaws Committee. Both groups are meeting during this meeting and will have a joint breakfast meeting tomorrow morning.

In August, the ASWB Board, the Governance Task Force members, and executive management staff attended a robust *Board Advance!* (not a "retreat," but an "advance!"), learning more about governance practice and applying this knowledge to their participation on and support of the ASWB Board. Our facilitator was Tom Harvey from the Notre Dame School of Business Nonprofit Leadership Training Program.

Yesterday, many of you attended the new session on leadership opportunities at ASWB that was added to the Delegate Assembly meeting. Thank you for your interest in getting involved in your association in meaningful ways.

In early 2015, management staff will conduct a feasibility study regarding regulatory and leadership training and will report their findings to the Board. I believe that the demand for excellent regulatory training will continue to increase, but this feasibility study will help focus our thinking.

Initiative 4: Broaden Stakeholder Relationships for the Regulatory Community

ASWB is proud to welcome two new members this year, Guam and Northern Mariana Islands. Gaudencia [Palomo-Burns], our newest board member from the

island of Guam, has joined us and we hope that the board administrator for Northern Mariana Islands will join us at the Spring Education Meeting. In terms of international outreach, ASWB traveled to St. Catherines, Ontario, to present a well-received session on social work competencies with Dwight [Hymans], John Mayr from British Columbia, and Claude Leblond of Québec at the CASW/CASWE conference. In addition, we were able to have good conversations with the Canadian Association of Social Workers executive director, Fred Phelps.

Dorinda [Noble, ASWB president] and I attended the International Network of Social Work Regulators (INSWR) meeting while at the International Federation of Social Workers (IFSW) conference in Melbourne. ASWB continues to be regarded as a valuable member of INSWR. ASWB made two presentations at the IFSW meeting, one was on mobility as part of a panel with social work regulators from INSWR—more than 90 attendees were at this session. The 8 a.m. Saturday session was on the work of the ASWB International Technology Task Force. This also was a panel, and each presenter was given only 10 minutes for their presentation, and then we had another 10 minutes at the end for Q&A. The other two panelist were "dinged by the bell," but I finished just as the young social worker had her finger ready to ding me! About 18 people attended this session and the majority of the questions were about epractice and online education.

In 2014, ASWB has presented at conferences of the Baccalaureate Program Directors (BPD), the National Association of Deans

and Directors (NADD), CSWE, and the National Association of Black Social Workers (NABSW), and at the national conference and various state chapter conferences of NASW, and has attended board meetings or consultations with 13 jurisdictions. I continue to attend meetings of the Healthcare Regulators—the CEOs of regulatory boards of medicine, nursing, physical therapy, occupational therapy, and pharmacy. The ASWB staff and Board members have benefitted from the Advocacy and Mobility webinars they sponsored.

I filmed a 12-minute video about professional regulation for an online doctoral class on social work education. Once the Delegate Assembly meeting is finished for this year, we plan to edit the video and make it available as a resource in the Path to Licensure campaign.

Path to Licensure Campaign

The Path to Licensure campaign was initiated in 2013 to partner with schools of social work to educate faculty and students about the importance of professional regulation and licensure to the professional development of all social workers and to prudent practice. The Path to Licensure team has six dedicated staff and two engaged social work program partners, is well organized, and has developed an attitude of organic evolution. We now have 25 school programs working with us, and the list serve discussion group is growing. The team is working on the program design, particularly participation levels and materials. Current materials include a Texas State University four-page case study brochure, two videos, and one-page information sheets for individual jurisdictions. Path to Licensure presentations were made

at BPD, NADD, ASWB Education Meeting, and CSWE. Dorinda [Noble] also spoke about ASWB and the Path to Licensure campaign at a meeting held in Texas for recruiters for social work programs.

Path to Licensure has taken off so well that I have created a new full-time position, Education and Training Senior Manager, that is quite an exciting position. The major responsibilities are to manage the Path to Licensure campaign, build up the number of social work programs participating, and develop resources, current board and administrator trainings, support for board training, and the Regulatory Education and Leadership Committee. It's a great position, so if you are interested or know of someone who might be a good fit, please talk with me.

International Technology Task Force

Our other major initiative over the past three years has been the International Technology Task Force chaired by Dr. Frederic Reamer, who will be our next speaker after we return from our break. Dr. Reamer will come to us via a live feed, an interesting use of technology for ASWB.

You have a hard copy of the draft *Model Regulatory Standards for Technology and Social Work Practice* in your materials.

In closing, I want to extend my gratitude and thanks to staff, Board members, committee members, member board members—all of you who work so hard with us or at home in your jurisdictions on our shared mission of public protection.

Just last week, I listened to a TED Talk by Karen Anderson about being an “opportunity maker.”

She spoke of finding unexpected allies and connecting with people around a shared interest. She spoke of connecting around the “sweet spots of shared interest and doing something smarter together for the greater good.”

Actually, I think she was really channeling good ol' Teddy Roosevelt about “work worth doing”...and I encourage all of us to become “opportunity makers” in our work of public protection and social work regulation.

Thank you.