



## Without growth, there is no change

*New titles for key staff, a realignment in focus for the executive team, and a new department dedicated to volunteer outreach are some of the changes at ASWB*

Since 2013, ASWB has nearly doubled its staff, the number of exams administered each year has steadily increased, and services to members and other stakeholders have expanded. The strategic initiative to implement social work practice mobility and license portability is changing the way members relate to each other and creating additional need for staff growth to support members' efforts to effect change. In August, a key member of the executive team retired. (See [related story](#).) To manage this growth and change in leadership, ASWB CEO Mary Jo Monahan has made important changes in the association's operational structure, which went into effect August 16.

Overarching these changes is a realignment of the functional roles of the executive team of Monahan and Dwight Hymans to reflect a shift in focus of their responsibilities. As CEO, Monahan has been the "face of the organization," collaborating with other CEOs in both the social work profession and other regulated professions regarding the Mobility initiative and representing ASWB to external stakeholders that include social work educators and social work professionals. The "external facing" departments of Communications and Marketing and Education and Training (which includes

the Path to Licensure program), will continue to report to Monahan. In addition, Member Services has transitioned to report to her, and she will be spending more time "stumping for Mobility," meeting with members to facilitate discussions around achieving this critical initiative.

In turn, Hymans's focus becomes one that is "internal." His direct reports now include Office Operations and Exam Development and Exam Administration, as well as a new department called Volunteer Engagement and Outreach. Recognizing his accomplishments in serving as executive vice president and to align his title with these greater responsibilities, Hymans was promoted and named chief operating officer (COO).

"The new Volunteer Engagement and Outreach Department developed out of recognition that ASWB needs to provide more tangible support and organization to our valuable volunteers," said Monahan. "The work that ASWB member volunteers contribute supports all aspects of ASWB's programs, services, operations, and governance capacity." ASWB staff member Melissa Ryder has been promoted to senior manager leading this department, with responsibility for management and oversight of all volunteers,

management of ASWB meetings, and management of ASWB participation at external meetings with stakeholders.

With the retirement of Pat Olinger, director of exam services, leadership transitioned internally. Tanya Carpenter, a 22-year veteran of ASWB, was promoted to director of examination administration, and Lavina Harless, a licensed social worker and a member of ASWB's staff for 11 years, was promoted to director of examination development. Both Carpenter and Harless served in managerial positions of their respective programs prior to their promotions. "Tanya and Lavina have so much experience and in-depth knowledge of their areas of responsibility that the transition from Pat's leadership will be seamless," said Hymans. "Maintaining the outstanding quality of ASWB's exam program is the highest priority, and we are ensuring the integrity of the exams by promoting from within."

In recognition of the importance of the role of ASWB's Social Work Registry and contract services to Mobility and in support of members in their jurisdictional board governance work, Dave Ryczko has been promoted to senior manager of member services. He also became a staff member to the Mobility Task Force. As the Mobility initiative moves forward, the position of a mobility coordinator within the Member Services Department will be filled.

"The business of ASWB has grown in both depth and breadth," said Monahan. "The changes outlined here and taking effect this month position ASWB to support the continued growth of the organization and the importance of volunteers to that growth, the Mobility initiative, and the public protection mission of our members through continued excellence in exam development and administration."

In 2015, delegates voted to add three positions to the Board of Directors, increasing the number of directors to 11. ASWB President M. Jenise Comer and the other members of the Board looked at the governance structure during a retreat preceding the August Board meeting to prepare for welcoming additional Board members in November. Michael Barrett, the consultant who led ASWB's strategic planning sessions in 2013, facilitated the meeting, helping Board members to clearly define the ASWB governance culture, strategically transition to a more complex Board structure, and welcome new leaders to the ASWB Board of Directors following their election at the Annual Meeting of the Delegate Assembly in San Diego in November.