



Through the Lens of Mobility



Mary Jo Monahan, MSW, LCSW
ASWB Chief Executive Officer

I must admit that as I prepare to write this column, I am feeling simultaneously a bit nostalgic thinking about my past involvement with ASWB and at the same time completely blown away about the prospects of achieving Mobility in our Lifetime. In 1996–1997, twenty years ago, I was honored to serve as co-chair with Tom McSteen, Minnesota board administrator, of the eight-member ASWB Model Law Task Force. This was transformative work for ASWB as the task force crafted a fundamental document for our regulatory board members that “establishes standards for minimal social work competence, methods of fairly and objectively addressing consumer complaints, and means of removing incompetent and/or unethical practitioners from practice.” The Model Social Work Practice Act (model law) reflected current issues in professional regulation and served as an attempt to promote uniformity in regulation and terminology among jurisdictions.

Today, in 2016–2017, ASWB is engaged in similarly important and transformative work spearheaded by the 12-member Mobility Task Force, co-chaired by Dorinda Noble, ASWB past president, and Jenise Comer, ASWB current president. The present-day challenges of

a social work workforce that is on the move and the proliferation of practitioners who use various forms of technology in their practice make the critical case for the social work profession to collaboratively design a mobility model that fits the profession while it protects the public. As stated in the introduction to the model law, “The public protection mission of ASWB and its member boards provided the basis for all ultimate decisions.”

I believe and am proud that the Mobility Task Force is operating with similar guiding principles that the Model Law Task Force employed:

- ✓ Soliciting extensive input and cooperative connections from social work regulatory boards, professional organizations, credentialing groups, and accrediting bodies throughout North America
- ✓ Understanding that greater consistency in regulation across jurisdictions promotes increased mobility for social workers, greater access to vital mental health and social services for children, adults, and families, but also

increased public understanding of social work and public protection

- ✓ Understanding that greater consistency also promotes well-founded legal decisions related to licensure, renewal, discipline, and other board decisions
- ✓ Understanding that our jurisdictions have more consistency than differences in common and that we can get to areas of agreement on substantial equivalency
- ✓ Fostering a level of trust among licensing bodies to carry out their responsibilities in a thorough, mutually acceptable, and responsible manner to ensure the protection of their citizens

Some of the areas of agreement on the core functions of a mobility plan discussed by ASWB members and interested stakeholders at the 2016 Education Conference held in Jersey City include:

1. A fair and consistent process, without undue administrative and financial burdens on regulatory bodies and/or individual social workers
2. Substantial equivalency for social work education, examination, and experience in each category of licensure—Bachelor Social Work, Master Social Work (including Advanced Generalist), and Clinical Social Work as described in the model law

3. Responsibility for accountable discipline and enforcement shared across all jurisdictions
4. Focus on full and unrestricted license vs. temporary license
5. Minimal legislative change—retaining “home state” jurisdictional authority
6. Importance of using existing infrastructure within jurisdictions and ASWB

I feel confident that the social work profession will craft a “mobility plan that fits” because ASWB is incorporating invested stakeholders, listening to both practitioners and clients, collaborating for wisdom and success, learning from the efforts of our regulatory counterparts, and using good judgment in decision-making.

In closing, I would like to share some thoughts on “Flow,” which I recently encountered while taking an online continuing education course called Positive Psychology II for my license renewal. I was pleasantly surprised at how applicable the concept of Flow is to achieving Mobility in our Lifetime! The authors describe three concepts that struck a chord with me.

First, “The process of Flow is the experience of complete absorption in the present moment. One feels impassioned about the activity being engaged in and that talents and abilities are fully actualized.” At ASWB, we are processing our business plans and activities through the lens of mobility, in

order to keep a sharp focus on this goal.

Second, “The prerequisites for entering Flow include: a) perceived challenges or opportunities for action that expand but do not overbear existing skills, and b) clear, immediate goals with instant feedback on progress.” At ASWB, we have realigned our organizational and governance capacities to achieve our goals. (See [related story](#).)

And third, “The person must encounter progressively more complex challenges to maintain the state of Flow.” At ASWB, we forecast for the future in order to be prepared for and competent in the present.



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.



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Blast from the past

Attending ASWB's retirement party for PAT OLINGER were DIANNE WILDGRUBE, ASWB's first meeting planner, and former executive director DONNA DeANGELIS and her husband DENNIS. Pictured from left: DIANNE, CHRISTINE BREEDEN, DONNA, DWIGHT HYMANS, PAT, MARY JO MONAHAN, and DENNIS.

World travelers

Board member RICHARD SILVER of Québec reports that he



Display from the Korea gathering

spent two weeks in Berlin during his summer holiday. CHRISTINE BLACK-HUGHES of Minnesota was in South Africa for part of the summer working at the University of Fort Hare as guest lecturer. CEO MARY JO MONAHAN and President M. JENISE COMER represented ASWB at the International Federation of Social Workers conference in Seoul, South Korea, where they continued the discussion about social work practice mobility with a global audience.

Exam Committee member DEBBY JONES of British Columbia was in Tanzania and Kenya on a two-week safari tour this summer, spending a week in each country. DEBBY writes: "My favorite place was the Serengeti in Tanzania. ... Kenya



Debbie's Masai tracker asked Debbie to wear some of his jewelry.

association asides

was also very lovely and such a cultural experience. We stayed in a safari camp owned and operated by the Masai, located on a huge land conservancy in the Chulu Hills. Our Masai tracker and guide took us to their village and we were able to meet their families and visit inside one of their homes (branches covered in hardened cow dung). ... The Masai are fiercely proud of their heritage and it was really fascinating learning about their culture."

Your name could be featured here! Send all news and pictures to Jayne Wood, newsletter editor, at jwood@aswb.org or call Jayne at 800.225.6880, ext. 3075. We need your input!



Remembering Mila

DONNA DeANGELIS let ASWB know that MILA TECALA passed away in June. MILA's career in social work spanned 50 years, and she was named Social Worker of the Year for the Washington, D.C., chapter of the National Association of Social Workers in 1999 and National Social Worker of the Year in 2000. She was a member of ASWB's Exam Committee, serving on the Clinical subcommittee, for many years and, DONNA reports, also served on at least two practice analysis task forces. Of her close friend, DONNA wrote: "Milagros Ruiz Tecala made a difference. She made a difference in the lives of her sons, her daughters-in-law, her grandchildren, her friends, her clients, her students, and her colleagues. She was esteemed in her profession. ... She made a difference in the lives of others around the world by working with Peace Corp volunteers, consulting in other countries and returning to her country of origin, the Philippines, during times of national disasters and tragedy to help with grief work and to train others to do the same. ... Mila loved her work so much that she worked through

the morning of the day she was admitted to the hospital. Perhaps she gave so much of herself away to others that she didn't have enough left to heal herself. It is difficult to accept that Mila is no longer physically among us. She made a difference in my life and I miss her very much every day."

Feelin' the love

Board members M. JENISE COMER of Missouri, STEVEN PHARRIS of Tennessee, and ANNA LYN WHITT of Mississippi made one of ASWB's famous "road trips to Culpeper" to brainstorm about the future of ASWB's Foundation. While they were here, they stopped at the town's iconic Love sign for a photo op.



Foundation Review and Committee

Tenure and other news

Exam Committee members shared news about their professional lives at the August Exam Committee meeting. LIZ JOHNSTON of California was excited to report that she starts her tenure track at Cal Poly University this fall. BENJAMIN ROSENBERG of New York has started a new job in health information technology.

What's with the weather and ASWB meetings?

Another meeting and another significant weather event! Some members of the Exam Committee and the Board of Directors had flights delayed or put in a holding pattern over the airport in New Orleans because of a tornado that touched down in the city on August 4. There were anecdotal reports that the tornado demolished a crack house that the city had been unsuccessful in closing down. Is that considered "Divine intervention"?

ASWB says good-bye....

TORREY GRAY, Maine

MARGARET LYNCH, New Hampshire

JOHN MAYR, British Columbia

ASWB welcomes new jurisdictional staff members...

ALANA RODRIGUEZ, Rhode Island

ALICE BRADFORD, Texas

KAREN WASYLENKA, Saskatchewan

GREG SEARLS, Wyoming

ALEC STRATFORD, Nova Scotia

DAWN HANNASCH, Alaska

NICOLE WILLIAMS, Delaware

CHELSEA COOLEDGE, acting Registrar in British Columbia



Your board in action

A summary of the work of ASWB's Board of Directors at its August 6, 2016, meeting in New Orleans, La.

The ASWB Board of Directors met in person on Saturday, August 6, at the Sheraton New Orleans hotel in New Orleans, Louisiana, in conjunction with the Exam Committee meeting. Here is a recap of the activities of the board at that meeting.

Treasurer's report: Board members reviewed and accepted second quarter financial statements through June 30, 2016 and statements from ASWB's investment accounts through June 30. The treasurer reported on the Finance Committee's July 18 meeting by conference call to review the further research into topics discussed at the in-person meeting. The committee made the following recommendations after receiving the research:

- Allocation of reserves. The committee recommended that the two designated reserves, the Operating Business Expense reserves and the Exam/Legal Defense reserves, be combined as Designated Reserves, with a General Reserve Fund for operating expenses and a Designated Reserve Fund for the exam legal defense for greater flexibility and access to funds. The annual funding percentages would not change. The Board approved the recommendation

for combining the funds. The committee also recommended that the reserve goals be changed to equal a combination of 12 months' operating expenses plus \$10 million for exam legal defense. This is a change from 18 months and \$5 million, respectively. The Board approved the increase in the exam/legal defense goal but did not approve the change to the operating expense goals.

- Dues structure. Based on the history of past discussion of membership categories from 1999 and 2009 and current staff discussion of dues structure, the committee recommended that membership dues be reduced by 50 percent as of January 1, 2017, and that the Board convene a task force to develop recommendations related to the membership structure of the organization. The Board voted to approve both recommendations, with plans to convene a task force at a future date.

Review and adjustment of strategy:

Board evaluation instrument. The Board voted to adopt an annual evaluation instrument to assess progress toward Board governance goals.

ASWB department changes. The Board received a report from the CEO about staffing changes and an operational reorganization to take effect August 16, 2016, concurrent with the retirement of Director of Exam Services Pat Olinger. (See [related stories](#).)

CEO evaluation process. The Board reviewed the policy and process related to evaluation of the CEO in preparation for the CEO annual review that will be conducted at the November Board meeting prior to the Annual Meeting of the Delegate Assembly.

Emergency Communication Plan. The Board approved a new policy providing for leadership coverage and an emergency communications plan in the absence of the CEO due to any unforeseen event, including extended illness or accident, preventing the CEO from fulfilling his or her duties.

Strategic discussions. Board members participated in strategic discussions about the following subjects.

International outreach. The Board received a report from the Past President about a request from social workers in Singapore for more information about ASWB and regulation of the profession. The President reported on discussions with Singaporean social workers attending the International Federation of Social Workers conference in Seoul, South Korea, and about ASWB's attendance at the conference.

Governance structure. The Board reviewed a white paper about adding the CEO as an ex officio, nonvoting member of ASWB's Board of Directors. Following discussion, the Board determined

that further review was needed and tabled discussion until the November Board meeting.

Executive session: The Board entered executive session to discuss exam issues and ratified the decisions made in session.

Policy, public and operational:

Building project update. The Board received a report about the new headquarters building. The final contract to purchase the land is ready for signature and closing is scheduled. A groundbreaking ceremony is planned for fall, after a paved road is completed.

Exam use policy exception request. The Board approved an exception request from a member jurisdiction.

Approval of minutes: The Board approved the minutes of the April 28, 2016, Board of Directors meeting in Jersey City, New Jersey.

Confirmation of decisions made in email meetings: The Board confirmed the decisions made in email meetings conducted on June 6, July 15, and July 25, 2016.

Consent agenda: Reports approved via consent agenda included: The consent agenda from the April 28, 2016, Board meeting; leadership reports of the CEO and Board President; Executive Vice President's report, Examination Services report, and evaluations from the 2016 Education Meeting and June New Board Member Training.

Fall 2016 Delegate Assembly: The Board approved the draft agenda for the annual business meeting, which will be held in San Diego, California. The meeting will begin on Thursday, November 17, and will adjourn on Saturday, November 18. Delegates will vote on proposed

amendments to the ASWB bylaws recommended by the Bylaws and Resolutions Committee.

Board service awards: Board members selected recipients of the 2016 Sunny Andrews award and the Glenda McDonald Board Administrator award. Awards will be presented at the 2016 Annual Meeting of the Delegate Assembly.

Committee, task force, and conference reports: The following summarizes the highlights of the committee, task force, and conference reports made to the Board of Directors.

- Practice Analysis Task Force: The job survey is complete and the linking survey will be completed prior to the meeting of the task force in September to look at the preliminary blueprints.
- Nominating Committee: The committee was successful in developing the largest slate that the association has put forward with 23 candidates for 11 positions on the Board of Directors, including three candidates being nominated for one seat on the Board of Directors, and eight candidates for the Nominating Committee.
- Continuing Competence Committee: The committee will provide policy oversight for the Approved Continuing Education (ACE) program and New Jersey CE course approval processing, and will consult with staff on challenging applications and issues. The first meeting of this committee was held in June and members focused on policy and guideline clarification and development in response to the ongoing ACE charges.

- **Mobility Task Force:** The Mobility Task Force held in-person and virtual meetings in support of the Mobility initiative and made an interim report at the 2016 Association Education Meeting in Jersey City, New Jersey in May. Focus groups at the education meeting provided additional data that the task force will assess in preparation for making a report at the 2016 Annual Meeting of the Delegate Assembly.
- **Regulation and Standards Committee:** The committee completed a review of the Public Protection Database (PPD) and made a number of recommendations for increasing the visibility of the PPD with membership, including emailing a letter encouraging participation to member board administrators and chairs. The committee decided to survey Canadian members about whether a Canadian supplement to the Model Social Work Practice Act would be useful. Committee members also brainstormed about how the committee can contribute to the Mobility initiative.
- **Bylaws and Resolutions Committee:** The committee considered a number of issues related to Article VII. Board of Directors, including whether to set term limits for service on ASWB's Board of Directors; whether to expand eligibility criteria for the office of President; and whether to add clarifying wording to the terms section for the Secretary/Treasurer. The committee's recommendations will be presented to members, and delegates will vote on the proposed amendments at the annual business

meeting in November. The Board supports the recommendations of the committee.

- **Regulatory Education and Leadership (REAL) Committee report:** The REAL Committee held its second in-person meeting in July to continue planning the 2017 Education Meeting on the theme of continuing competence. The Board was asked to provide input about inviting non-regulators to attend the meeting. The Board supports the request to invite non-regulators, as has been practice at last two education meetings.
- **Conferences:** The Board received reports on ASWB's participation at the IFSW Joint World Conference on Social Work, Education, and Social Development, Seoul, Korea; the FARB Leadership Conference in Washington, D.C.; and the NASW National conference in Washington, D.C.
- **Exam Technical Report and Exam Committee awards.** The Board convened with the Examination Committee to receive the Exam Technical Report in executive session. The Board attended the awards ceremony for departing Exam Committee members and retiring item development consultant David Aiken. The ASWB President presented the service awards.

Recap of the Foundation Board Meeting

Immediately following the ASWB Board of Directors meeting, the Board reconvened to hold a board meeting of the American

Foundation for Research and Consumer Education in Social Work Regulation (the Foundation). The Foundation is ASWB's 501(c)3 organization that sponsors a grant program for research on topics relevant to social work regulation, consumer protection, and related areas. The Foundation Board of Directors comprises the members of ASWB's Board of Directors.

Approval of minutes: The Foundation Board approved the minutes of the April 28, 2016, meeting.

Financial report: The Foundation Board accepted the Foundation financial report through June 30, 2016.

Ratification of research applications: The Foundation Board received a report from the Foundation Review Committee about funding requests received during the 2016 application cycle. Four applications were received. The Foundation Board ratified one project recommended for approval. (See related story.)

Future of the Foundation: The Foundation Board received a report from three Foundation Board members assigned to work with ASWB staff to generate ideas for the possible restructuring of the Foundation. The Foundation Board approved the recommendations of the report, including creating an implementation plan, budget, and strategic plan, and for the committee to continue its work.

Reports from current grant recipients: The Foundation Board received quarterly progress reports from two current grant recipients.



Homework, group work, important work

Three ASWB committees met in person—but not for the first time—in July

Twenty ASWB volunteers gathered in Washington, D.C., July 9 for a day of committee meetings, but they weren't just starting work—most were continuing the work they had already begun via emails and conference calls.

The Regulatory Education and Leadership (REAL) Committee members had been assigned homework prior to the in-person meeting, from conducting a literature review on continuing competence to reviewing the competencies the Council on Social Work Education (CSWE) uses to accredit social work degree programs. “We’re still early in the process,” says Jan Fitts, ASWB’s education and training senior manager. Fitts, along with Continuing Competence Coordinator Lisa Casler Haun and

committee chair Merri-Lee Hanson of New Brunswick, is working with the REAL Committee to plan the 2017 ASWB Education Conference. The conference will focus on continuing competence, and the committee has been having regular conference calls to put the meeting together.

“The first thing we did when we met in July was review the evaluations from the 2016 conference,” Fitts says. By going over the evaluations in a group, not only does the committee learn from what worked and what didn’t during the previous conference, but newer committee members can get a glimpse of all the elements that go into planning a successful event.

“The World Marketplace table



REAL Committee (from left): Leisa Askew (AL), chair Merri-Lee Hanson (NB), Carolyn Szafran (KS), Kate Zacher-Pate (MN), Ginny Dickman (ID), Kenya Anderson (TN), and Steven Pharris (TN), Board liaison



RAS Committee (from left): Richard Silver (QC), Board liaison, Jennifer Fulcher (MS), chair Laura Thiesen (AK), Mark Scales (NS), Elizabeth Pope (NC), Spencer Blalock (MS), Jacqueline Lowe (SC), and ASWB President M. Jenise Comer (MO)

discussions were well-received,” Fitts says. So 2017 attendees can look forward to similar opportunities to share ideas and learn from one another. The REAL Committee is also sharing ideas with the Continuing Competence Committee, which met in June. Because of the overlapping focus between the charge of the Continuing Competence Committee and the topic for next year’s education conference, the two committees are collaborating on ideas about the conference.

Meanwhile, in another room, the members of the Bylaws and Resolutions Committee were discussing the association’s governing documents—bylaws and policy manual. One of their charges was to ensure that the policy manual reflects the requirements of the bylaws. Committee members had completed their homework, of course, by reviewing both documents in smaller working groups via conference call in advance of the July in-person meeting. The Bylaws and Resolutions Committee will make recommendations for

bylaws changes to the Board of Directors in advance of the 2017 Annual Meeting of the Delegate Assembly, but ASWB members should expect to vote on minor bylaws changes after last year’s major update.

The 2016 changes adopted by the Delegate Assembly resulted from two years of ongoing effort—by committee members who served two years together to ensure continuity. This year, there is a new committee chair, Carla Moore

of Louisiana, who was a member of that two-year team, but there are new members as well. “The opportunity to have face-to-face conversations is really valuable,” says Jayne Wood, director of communications and marketing, who staffs the Bylaws and Resolutions Committee. “Plus, having input from others who aren’t always available for conference calls is really helpful.”

Like the Bylaws and Resolutions Committee, the Regulation and Standards (RAS) Committee wrapped up a multiyear project in 2015 by completing a three-year review of the Model Social Work Practice Act. “It’s a refined document now,” says Jennifer Henkel, director of member services, so the committee won’t be doing another cover-to-cover review right away. “Moving forward, we want member input before we do another wholesale review of the model law.”

At the July meeting, the RAS Committee focused on other ASWB services, with a special emphasis on the Public Protection Database (PPD) and the Disciplinary Guidebook. Dan Sheehan,



Bylaws and Resolutions Committee (from left): Kristi Plotner (MS), Brian Carnahan (OH), Tim Brown (TX), chair Carla Moore (LA), Ebony Clarke (OR), Meenakshi Budhreja (AR), Board liaison, and Claude Leblond (QC)

ASWB's information technology manager, gave the committee a detailed demonstration of the PPD system and talked about how reporting to the PPD can give ASWB members an easier way to comply with national reporting requirements for disciplinary actions. Sheehan will also be presenting about the PPD as part of the Administrators Forum prior to the 2016 Annual Meeting of the Delegate Assembly.

As part of their focus on the PPD, the RAS Committee also developed an email about the database, which was sent to ASWB members after the meeting. In addition to being a critical element in public protection, PPD "is a key tool for social work practice mobility," Henkel says, "no matter what the mobility solution ends up being."

In addition to the appointed committee members, the RAS and Bylaws committee meetings included ASWB legal counsel Dale Atkinson and ASWB Executive

Vice President Dwight Hymans (now chief operating officer). ASWB Board President M. Jenise Comer of Missouri sat in on all three committee meetings in an *ex officio* capacity.

Like the members of the REAL and Continuing Competence committees, the RAS Committee members see a collaborative relationship with the Mobility Task Force in the coming years, as recommendations to facilitate mobility will necessarily affect social work regulations. "The RAS Committee is integral to our work on mobility," Henkel says.

As these three sets of volunteers demonstrated in July—along with members of the Finance, Nominating, Continuing Competence, and Examination committees who met earlier in the year—ASWB's committee volunteers are integral to all facets of the association's work.

Learn more about the work that ASWB committees do on the [ASWB members website](#). If you are interested and participating and are currently serving on your social work licensing board, feel free to complete the [online committee interest form](#)!



Half an Evaluation: Full Loss of License



**By Dale Atkinson, Partner,
Atkinson & Atkinson**

Dale Atkinson is a partner with the Illinois law firm that is counsel to ASWB. He is also executive director of the Federation of Associations of Regulatory Boards (FARB).

Regulatory boards are charged with assessing the initial and continued eligibility for licensure of those seeking and renewing the credential that recognizes the right to practice a regulated profession. Social work boards must continuously understand their mission of regulating the profession in the interest of public protection. As part of the ongoing assessment, social work boards review and approve applicants for licensure and renewal. At times, and if allowed by statute, an applicant or licensee's mental and physical capabilities may be relevant to licensure eligibility and/or continued eligibility. Such an evaluation may not always result in an assessment that is demonstrative of the fitness of the applicant/licensee. Consider the following.

In July 2010, a licensed clinical social worker (Licensee) pleaded guilty to two counts of simple assault, both misdemeanors. The assault charges originated from allegations that the Licensee had an affair with a former client and later went to the client's house, where she assaulted both the client and the client's husband. As a result of these criminal guilty pleas, the Pennsylvania Bureau of Professional Occupational Affairs, State Board of Social Workers, Marriage and Family Therapists, and Professional Counselors (Board)

issued an
Immediate
Temporary
Suspension

Counsel's Column

(ITS) order, removing the Licensee from practice until such time as a hearing could be held to determine the continued status of her license.

During the ITS period, the Board and Licensee negotiated a 180-day suspension of her license. During that 180-day suspension period, the Pennsylvania Department of State (Department) on July 12, 2011, issued an Order Compelling the Mental and Physical Examination of the Licensee. The Licensee attended two examinations with an examiner. However, the examiner was unable to render an opinion as to the Licensee's mental or physical condition because the Licensee had not provided all requested records and responses to direct questions.

As a result of this inconclusive report, the Department sought an entry of an administrative default judgment against the Licensee. Further, the Department sought an order suspending her license to practice until such time as she complied with the July 2011 order to submit to a mental and physical examination. In October 2011, the Board granted the Department's motion for a default judgment but dismissed with prejudice that part of the Department's motion to

compel submission to an evaluation. As part of this October 2011 order, the Board concluded that the Licensee was in default of the July 2011 Department order. The Board, however, did not suspend the Licensee indefinitely, finding that the Department order did not specify whether the evaluation was for drug addiction or mental incompetence. On November 1, 2011, the Board reinstated the Licensee's license.

Later in November 2011, the Department issued the Licensee a notice of formal disciplinary proceedings being initiated against her license based on the criminal convictions and the events leading up to such convictions. The Board conducted a hearing in February 2013 whereby the Department presented the testimony of law enforcement officers and an expert in ethical standards. The Licensee testified on her own behalf and refuted the description of the conduct that resulted in the criminal convictions. The Licensee's testimony was held to be impermissible because it attempted to challenge events that were already substantiated in the criminal proceedings. The Board concluded that the guilty pleas established the commission of crimes of moral turpitude under the Social Workers Act (Act); that such crimes related to the practice of social work; that such acts violated the Act based on the National Association of Social Workers (NASW) Code; and that the Licensee failed to submit to the ordered evaluation. Consequently, the Board revoked the social work license of the Licensee. The Licensee appealed.

On appeal, the Court first addressed whether the criminal convictions

constituted crimes of moral turpitude. The Court noted that the Board defined crimes of moral turpitude as those that involve "anything done knowingly contrary to justice or good morals." The Court focused on the Licensee's state of mind and held that her "intentional appearance at the home" of the client and husband indicated an element of *mens rea* and, thus, was persuaded to find that the crime was one of moral turpitude as distinguished, for example, from a spontaneous scuffle. The Court concluded that the Board did not err by finding that the simple assault convictions constituted crimes of moral turpitude.

The Court also found that the notice provided to the Licensee that she lacked "good moral character" was sufficient to alert her to the violations of the Act and therefore complied with due process principles. The Licensee argued that the evidence did not support a finding that she had violated various sections of the NASW Code—specifically the section stating that the social worker's primary responsibility is the well-being of the client and that the social worker should not engage in physical contact with a client if such contact has the potential to cause psychological harm to the client. But the Licensee failed to present legal arguments or pertinent legal citations in support of such claims. The Court therefore held that the Licensee waived these claims.

Finally, the Licensee argued that the Board erred when it determined that she failed to provide requested medical information to the examiner. She argued that she attended two lengthy examinations and

provided the requested information orally. The Court noted, however, that the Licensee did not contest the allegations that her medical records were not produced. Noting a refusal to direct the production of the relevant medical records, the Court held that the administrative record supported a finding that the Licensee failed to submit to an examination in a manner that would allow for an accurate evaluation. Based upon its conclusions, the Court affirmed the Board's act revoking the social worker's license.

Many important, relevant factors determine one's eligibility or fitness to become and remain licensed as a social worker. Some attributes may be difficult to ascertain. If applicants or licensees thwart legitimate efforts by the Board to assess their physical and mental capabilities to safely and effectively practice, such uncooperative actions may constitute grounds for adverse action.

Collaso v. Bureau of Professional & Occupational Affairs, 2016 Pa. Commw. Unpub. LEXIS 461



Three E's of Exam Committee work: Excellence, Energy, Engagement

Four Exam Committee members receive service awards in August

“Three E’s and a fee.” The description is a mnemonic encapsulating the requirements for social work licensure: education, experience, and the exam (and of course payment). ASWB President M. Jenise Comer riffed on the mnemonic when she thanked the Exam Committee for their service to ASWB, calling them “engaged, energetic, and doing an excellent job” during the presentation of service awards to committee members ending their terms. The celebration took place in New Orleans, the Birthplace of Jazz and a city where celebrating is almost an art.

Once a year the Exam Committee and Board of Directors hold their

meetings at the same time and in the same place. Board members are invited to observe the work of the committee to gain an understanding of how the questions, or *items*, that appear on the social work exams are selected. It is also a time for the Board to recognize the contributions of these committee members who serve on the front lines ensuring the validity and reliability of the exams.

Comer spoke with appreciation of the work that the committee does, calling it “amazing.” She thanked the committee members for giving up their most valuable resource—their time—noting, “All of you love the work you do and your work together as a committee.” She



Mary Stebbins (VA) and M. Jenise Comer

presented service awards to four members of the committee: Mary Stebbins, co-chair of the Bachelors exam committee; Adolpha Bassett and June Yee of the Masters exam committee; and Bora Sunseri of the Clinical exam committee. Stebbins received a rosewood box for her service as committee co-chair for the past two years. Bassett, Yee, and Sunseri received three-year “tombstone” awards, so called for their shape.

Following each presentation by Comer, the respective committees presented individual gifts to each departing member. The tradition allows committee members to express their appreciation for one another and to share something of their hometown or area, a memento to remember them by. For example, Stebbins, who is a runner, received gifts with a running theme from her committee members. One gift, a running item from The Gap clothing store, was given in recognition that “as you run away, you’ll leave a gap.” Gifts presented to the other committee members were similarly thoughtful and given with recognition of the recipient’s unique contributions.



Adolpha Bassett (NC) and M. Jenise Comer



June Yee (AB) and M. Jenise Comer



Bora Sunseri (LA) and M. Jenise Comer

“An amazing journey”

With countless items written, reviewed, and shepherded through the exam development process, David Aiken will retire at the end of this year from ASWB’s exam development program after serving ten years as an item development consultant. The exam development process relies on the expertise of many different people, including the item development consultants. The experts who serve in this capacity work individually with item writers to review the items and provide feedback and coaching. The item development consultants are the first gatekeepers in the development of items: Only after the item meets with a consultant’s approval does it get forwarded for review by the Exam Committee. The consultants also attend Exam Committee meetings to participate in the next review process, to share their knowledge and support committee members as items are considered for fitness to debut on the exams as unscored questions. Item development consultants gain their knowledge of item development from experience with ASWB as item writers and serving on the Exam Committee.

ASWB President M. Jenise Comer presented a wall clock to Aiken in honor of his service, noting, “The time exceeded all our expectations.” During that tenure, Aiken coached many item writers. Bynia Reed, also an item development consultant for the Clinical exam committee, said that Aiken trained her as an item writer and as a consultant. “I get good feedback from my writers because of what you taught me,” Reed told Aiken.

Nancy Sidell, item development consultant for the Masters exam committee, presented Aiken with a wall hanging that she had made that was signed by all Exam Committee members. The Clinical exam committee individually presented gifts to Aiken as they had to the other members leaving the committee. One member said: “I will miss the stories—the case studies involved with items.”

Aiken thanked everyone for their words and the gifts, saying: It’s been an amazing journey. I learned more than I imparted to my writers in terms of social work and psychometrics. I will miss all of you.” Aiken lives in Ft. Myers, Fla., where he does volunteer work with the Lee County Sheriff’s Office.



Dave Aiken (FL) and M. Jenise Comer



Texas Tech researchers granted funding

Project aims to fill the gap in knowledge about supervision

Two researchers from the Department of Sociology, Anthropology and Social Work at Texas Tech University are the latest to receive funding from the American Foundation for Research and Consumer Education in Social Work Regulation, ASWB's research arm. Their project, which received \$25,000 from the foundation, is titled "Perceptions about Use and Effectiveness of E-Supervision for Clinical Social Work License Candidates." The research will take 24 months to complete. The investigators are Laura Lowe, Ph.D., LCSW and Cara Speer, MSW, LCSW.

The proposal was submitted during the 2016 grant application cycle and recommended for approval to the Foundation Board of Directors by the Foundation Review Committee. The abstract appears below:

Numerous jurisdictions license clinical practice and some allow supervision via videoconferencing. Quality supervision benefits practitioners, licensing boards and regulating bodies as well as the general public, but little empirical research examines this component of training. This project proposes focus on two gap areas: use of electronic supervision and comparisons of perceptions of supervision quality. Best practices will be reviewed to construct measure of supervision quality. These items will be combined with items on demographics, videoconferencing use, and personal perspectives about this modality for a mailed survey. A randomly selected sample of approximately 1500 recently licensed and those who have recently provided clinical supervision from 5-15 states/provinces will be asked to participate. Qualitative interviews with subset will provide context and depth of experiences. Analysis of cross-sectional data will be univariate and bivariate statistics, including comparisons of quality ratings. Qualitative data will be transcribed and analyzed for themes.

The American Foundation for Research and Consumer Education in Social Work Regulation, a 501(c)3 organization, supports efforts to explore the ways in which professional social work regulation affects the profession and the public it serves. Some of the projects sponsored include research on complaints and disciplinary actions taken against social workers, access to clinical supervision in rural areas of Minnesota, and an exploration of the ethical implications of students who shortcut to satisfy educational requirements. The grant program is open to social work faculty, students, and members and staff of regulatory boards or provincial colleges in the United States and Canada. Stay tuned to www.aswb.org for future grant opportunities.



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September 11, 2016: Remembering the day terrorism failed

*“A hero is no braver
than an ordinary man, but
he is brave five minutes
longer.”*
— Ralph Waldo Emerson

This year marks the 15th anniversary of the September 11 attacks on the United States, when terrorists hijacked four planes, using them as weapons of mass destruction and killing 2,996 people and injuring more than 6,000 others at the World Trade Center in New York City, the Pentagon in Arlington, Virginia, and the crash site of Flight 93 off U.S. Highway 30 in the Allegheny Mountains near Shanksville, Pennsylvania. Citizens from 82 countries lost their lives in the attacks. It was the deadliest incident for firefighters and law enforcement

officers in the history of the United States, with 343 firefighters and 72 officers killed. It also was the day that terrorism failed.

Many attendees at ASWB’s Education Conference in Jersey City, New Jersey, took time to visit the World Trade Center memorial, which opened in 2011, and museum, dedicated in 2014. Of the remaining memorials, the one at the Pentagon opened in 2008 and, last to open on September 10, 2015, the one commemorating Flight 93. On a recent trip to my



hometown of Pittsburgh I visited Flight 93 National Memorial Park, quite by accident, because a side trip to a favorite historic inn took me past it and I felt compelled to stop.

The memorial is powerful in so many ways:

- for the walkway lined in black marble tracing the flightpath that leads to the memorial plaza
- for the 40 white marble panels on the plaza engraved with the names of the 33 passengers and seven crew members who sacrificed their lives
- for the everyday personal effects recovered and on display in the exhibit hall

Mostly, however, the memorial's power manifests through the story of the revolt against the hijackers—told through 37 phone calls that 13 passengers made to loved ones and officials—in which they said everyone on board knew the other planes had crashed and they were taking a vote before setting on their mission to stop the hijackers of Flight 93.

The courage of these men and women resonates at this memorial, which isn't in a big city because of their heroism. Although remote, the crash site is only 18 minutes' flying time to Washington, D.C., and the terrorists' intended target—the U.S. Capitol. The plane, traveling 563 mph when it crashed, disintegrated upon impact, leaving a crater 15 feet deep and 30 feet wide that was backfilled after the investigation. A boulder now marks the point of impact.



Congress designated the Flight 93 crash site a national memorial in 2002. The U.S. Park Service recorded the first visitors in 2003, and groundbreaking for the Visitor Center Complex took place in 2009. Until the permanent memorial opened, a temporary one drew annual visitors in the hundreds of thousands. A note in the Park Service visitor records dated May 1, 2008, states: "Record number of group visits by bus. Many middle and high schools are discovering Flight 93 to be an important stop on class trips to Washington D.C. etc." This 15th anniversary year, a ranger told me, the Park Service expects approximately half a million visitors to come to what has been dedicated as "a common field one day, a field of honor forever."

Each year as the anniversary of the 9/11 attacks on America is remembered, it is not the acts of the terrorists that are relived—it is the resiliency of a nation, the heroism of "Let's roll," and the determination of people everywhere

to overcome terrorism that are celebrated. On each day of remembrance, it becomes only more evident: September 11, 2001, was the day that terrorism failed.

— Jayne Wood

ASWB Director of
Communications & Marketing



Key participants, few distractions

Out of a record number of applicants, new item writers selected and trained to write questions for the exams

A few questions:

In the lifecycle of a question on the social work licensing exam, who is the FIRST social worker involved?

- a) The examination committee chair
- b) The item development consultant
- c) The item writer
- d) The Director of Examination Development

What is the MOST IMPORTANT factor in selecting item writers for the social work licensing exams?

- a) Demographics that reflect the profession
- b) A wide range of practice areas
- c) Geographic diversity
- d) All of the above are equally important

At a two-day training held in Washington, D.C., June 24–26, a social worker is trained to write questions for the social work licensing exams. During the training, the social worker meets with an item development consultant. What should the social worker do?

- a) Establish a rapport with the item development consultant
- b) Review the standards for writing high-quality questions without extraneous information
- c) Gain an understanding of how the Examination Committee reviews questions
- d) All of the above

Keys: C, D, D.

Disclaimer: It is not good psychometric practice to include “all of the above” in multiple-option test questions. The Examination Committee would never approve these for pretest.

Luckily, 19 social workers were trained to write much better questions at

this year's item writer training. For two and a half days, social workers from throughout the U.S. and Canada learned from ASWB staff and consultants about item development and writing—from finding solid references to eliminating unnecessary “window dressing.”

This year's class of item writers was drawn from 147 applications submitted at the end of 2015. The social workers learned about the entire life cycle of a question, or item. They also reviewed the Item Writer Guide, developed by ASWB to prepare licensed, practicing social workers to craft examination questions.

While there was plenty of time learning from presentations by ASWB staff and item development consultants, the new writers also had many opportunities to work on sample items. That experience “helped me to sense how long it takes to develop an item,” said one writer in the training evaluation. Another reported that working collaboratively with the item development consultant and fellow writers “fostered an environment of support and comradery that set a positive tone and learning environment.”

Lavina Harless, manager of examination development (now director), kicked off the training with a welcome and overview of the item development process, assisted by Executive Vice President Dwight Hymans (now chief operating officer). The item development consultants spent time meeting with and coaching the new writers. They are Amanda Duffy Randall, Bynia Reed, Monica Roth Day, and Nancy Sidell. For the first time, two sign language interpreters assisted to accommodate an item writer trainee who is hard of hearing.

Evaluations of the training from the new writers were overwhelmingly positive. “Training was excellent,” wrote one. “One of the best I have attended throughout my career. It's apparent that a lot of thought has been put into planning, organizing, and continuous improvement.” Another said “Love the humor, flow, and organization...the focus on the process in addition to the specific content.”

“I look forward to working with ASWB for quite some time,” said a third. Since successful item writers can complete multiple contracts and often transition to serving on the Examination Committee, it seems likely that this crop of new writers will continue to influence the examination program into the future.

New item writers for the Bachelors exam are: Cardinal Fomradas (AB), Julia Lopez (MO), Rae Marsh (NC), Marcy Shaarda (CA), and Tara Smith (AZ). New item writers for the Masters exam are: Sohani Cooray (TX), Janeen Cross (PA), Jessica Davis (IL), Ernest Garrett (MO), Rikki Gonser (ID), Ruben Mina (NY), Wai (Fiona) Miu (OR), Rene Perales, II (WI), Vanna Thuston (TX). New item writers for the Clinical exam are: India Anderson (IN), Ophra Ashur (CA), Tarrington Hunter (NB), Deborah Massey (GA), Susie Moya (IL).

Let the number crunching begin!

The ASWB practice analysis survey was launched on April 5 and remained open until May 16. The targeted sample was made up of more than 200,000 social workers from the U.S. and at least 20,000 from Canada.

The Practice Analysis Oversight Panel met on June 2, 2016, at the HumRRO offices in Alexandria, Virginia, to review the preliminary data. ASWB staff will be reviewing the data in more detail with HumRRO in the coming weeks.

The ASWB Exam Committee and Practice Analysis Task Force (PATF) volunteers just completed a linkage survey aimed at determining the connection between the social work task statements and knowledge statements used in the survey. ASWB will be awarding each participant who completed this challenging task a \$50 gift card.

The final meeting of the PATF is scheduled for September 16–17, 2016, at the HumRRO offices. During the meeting, the task force will be charged with balancing the data obtained from the survey and their own subject matter expertise to create the blueprints for the new ASWB examinations scheduled to be launched January 2018.



Thank you hardly seems enough

On her last day at ASWB, Pat Olinger wore a T-shirt that her staff gave her that read “This chick is retired!”

After 19+ years, Pat Olinger has retired from ASWB. She has been described as one of the foundational members of this organization, serving a critical role in developing and managing the Candidate Services Center, exam administration services, and more recently exam development. Her attention to detail and her “persnickity-ness” to demand the best of herself and others were the right ingredients to ensure that all aspects of the exam program ran smoothly. Her legacy is a well-run department and staff who will miss her, but she leaves knowing that a very competent and well-trained staff will continue what she started.

At the time Olinger was hired, ASWB had 10 staff members and

was administering around 20,000 exams annually. Then executive director Donna DeAngelis hired Olinger to bring under ASWB’s roof two functions that were being outsourced: the association’s accounting and tax preparation, and exam registration services. There were efficiencies and economic benefits to making both changes.

Olinger was already doing ASWB’s accounting at an outside agency, but neither she nor anyone else at ASWB knew anything about registering candidates to take the social work exams. Until that time, exam registration, administration, and reporting services were all handled by the testing services vendor that administered the exams.



Raising a glass to Pat



Pat Olinger and son Michael, Culpeper's mayor

As DeAngelis explained, “None of us had ever done this before, but Pat figured out how to do this and she’s been doing it ever since. She has done a remarkable job.” The call center that Olinger developed and managed was an important addition to ASWB services, DeAngelis said, because it gave ASWB contact with the candidates, who then came to understand that ASWB was not just “the testing service.”

Olinger was hired October 16, 1997, and the call center was to begin answering calls and taking registrations December 16. Exam administration with the new test vendor was to begin January 2, 1998. With only two months to startup, applicants for positions in the call center had to be interviewed, hired, and trained. She recalls that by the middle of November one representative and an assistant supervisor began training “pretending to answer calls and get a handle on how the call center should work.” At the beginning of December, three more representatives joined the team to train. The first day, the call center

registered 12 people. On its busiest day, the call center handled more than 400 registrations by mail, fax, and phone. As Olinger recalls, this was all manual entry “before we had the technology we have today.”

Moving with the times, ASWB made online registration available as soon as technology advances and security measures allowed. Over time, candidates have shown a preference for online registration. This year, 76 percent had registered online as of June 30. The remaining 24 percent of candidates registering for exams in that time period called in, faxed, or mailed their registrations. Satisfaction ratings from candidates that registration went smoothly in the first half of the year was greater than 90 percent.

Despite the candidates’ preference for online registration, ASWB’s Candidate Services Center (CSC) remains busy. The CSC staff, who now number 11 representatives and 2 supervisors, still register candidates. They also answer candidate questions, listen to candidates’ concerns, and handle sales of ASWB’s exam guide, online practice test for registered candidates, and group practice test for social work programs, as well as the supervision guide written by Dr. Carlton Munson. In the first six months of this year, the call center had answered 41,515 calls.

As director of exam services, Olinger was responsible for 19 staff members serving in exam development and exam administration, including the call center. In 2015, the association administered nearly 45,000 exams, and Olinger’s oversight ensured that the process is efficient and reflects best practices. In fact, ASWB’s Board of Directors sent a letter of commendation to

Olinger and her staff that recognized “the exceptional work you and your staff demonstrated. It was noted that your department registered 37,715 in the first three quarters of this year, while answering 66,357 calls. These numbers are unprecedented and exceed all previous records. We acknowledge the amount of hard work and dedication it took to deliver quality service at this level.”

Olinger managed this growth by paying attention to the numbers and knowing her staff. One of the first people hired by Olinger now holds a supervisory position in the CSC. The Exam Services Department went through a reorganization in 2013 to consolidate exam development and exam administration under Olinger as director. Tanya Carpenter and Lavina Harless were promoted to managers of exam administration and exam development, respectively, during that reorganization. They both worked closely with Olinger this year to move into leadership positions after her retirement. “This growth from within ensures the integrity of the exam program and builds trust within the department,” said ASWB CEO Mary Jo Monahan.

In addition to managing the CSC, Olinger managed exam administration services, which included oversight of candidate accommodations and interactions with member boards regarding score reports among other responsibilities. She created the templates for the reports that are presented quarterly to ASWB’s Board of Directors and was responsible for their content.

Olinger also was the face of exam services for many years at ASWB meetings. Some of her roles included staffing the Administrators

Forum, helping at the registration desk, getting confidentiality statements signed by members at delegate assemblies, giving the exam services reports, and “doing whatever was needed.”

This willingness to “do whatever was needed” is largely why Olinger’s contribution to ASWB is so significant—and why she will be greatly missed. During her tenure with ASWB, Olinger was involved in exam administration, financial management, and human resources as well as providing contract oversight of ASWB’s test administrator and making sure the custom software programs written for exam services were tested and functioning properly. When Registry and contract services started in 2004, Olinger had oversight of those programs for a number of years. She assisted with the purchase of the building that houses the call center and other exam administration offices and worked with the building contractor to complete needed renovations. She later negotiated the contract for the purchase of the third building in the current office park, where Member Services is located. She served as staff liaison to the Philanthropy and Social Affairs Team for three years, helping the team establish a budget and manage their contributions to local charitable organizations. DeAngelis jokingly said it would take at least five people to replace Olinger. Maybe that’s no joke.

Dwight Hymans wrote about Olinger’s contribution to ASWB in the association’s staff newsletter:

Pat was part of a group who interviewed me. When I left the office following my interview, I remember thinking that she



“Oh, the places you’ll go: The Pat Olinger edition”

was very personable....But as most of us know, she is not someone you want to mess with. To paraphrase Dr. Seuss, she meant what she said and she said what she meant. ... This quality, along with many others, has been a significant part of why ASWB has become what it is today: a highly competent organization that serves our constituents with integrity and excellence....In my view, she will be one of the people who was the bedrock of ASWB: solid, dependable, and staying.

To commemorate Olinger’s retirement, ASWB’s Philanthropy and Social Affairs Team planned a party. The office closed for the afternoon so that all staff could attend and give Olinger the sendoff due someone who has developed close ties and deep respect. Olinger’s family came, and Olinger’s son, Michael, now Culpeper’s mayor, spoke of how much his mother loved her work at ASWB.

CEO Mary Jo Monahan thanked Olinger’s family for sharing Pat

with ASWB and thanked Olinger for her dedication to excellence, her tireless attention to detail, and her thoroughness, noting, “It is exactly what ASWB needed for the last 19 years.” Monahan also recognized Olinger’s deep caring for people as one of her outstanding qualities, saying that “it balances her ‘just do it quality’ that has made the Candidate Services Center a best practices center.” The call center and its staff are, in Monahan’s words, “Pat’s legacy.”

The Exam Services Department recited a tribute to Olinger written by Harless and based on Dr. Seuss’ poem “Oh, the places you’ll go.” Each staff member took a verse in round robin style, highlighting her many attributes. After that, there were few dry eyes. Many others spoke at Olinger’s retirement party thanking her for giving them opportunities to grow and for caring about them. At the request of one CSC member, the Exam Services Department joined voices to sing “You are my sunshine” to Olinger.



Pat giving her thanks to the rest of the ASWB staff

Olinger in turn thanked everyone, turning her accomplishments into shared successes, saying: “Without all of you, none of it would have been possible.”

Olinger said that she retired with many happy memories and will always remember all of the opportunities her position offered her to interact with the leadership team,

coworkers, board members, board staff, outside consultants, and test vendor staff. She says that she appreciated their help and support throughout the years and will cherish the memories of the many thanks from candidates and board staff who would call to chat or send a note of thanks after she had assisted them in some way.

Leaving Exam Services in good hands

Although Pat Olinger has retired from ASWB as director of exam services, continuity of service, dedication to excellence, and best practices in all aspects of exam development and administration will remain in place. Beginning on August 16, 2016, Tanya Carpenter, manager of exam administration, and Lavina Harless, manager of exam development, were promoted to directors of their respective programs. Carpenter celebrated 22 years with ASWB in January, and Harless celebrated 11 years in March. Congratulations to both!