The ultimate expression of generosity is not in giving of what you have, but in giving of who you are. – Johnnetta B. Cole

Over our almost 40-year history, ASWB has relied on hundreds of volunteers—social workers, administrators, public members, attorneys—to work side by side with our growing staff to fulfill our mission and accomplish our strategic goals. What motivates ASWB’s amazingly strong volunteer force to contribute their heads, hands, and hearts to our organization and to the importance of social work regulation?

I found at least a partial understanding in a favorite book, The Art of Engagement: Bridging the Gap between People and Possibilities by Jim Haudan. Haudan and his team spent years working with tens of millions of people to help them become more engaged in the work cultures of their companies or chosen volunteer organizations. During their work, the team discovered four qualities that make engagement natural, easy, and fulfilling. According to Haudan, the foundational roots of engagement are that “people want to:

• go on a meaningful journey; and
• know that their contributions make a significant impact or difference.”

ASWB boasts a diverse, creative pool of volunteers with specific expertise whose contribution of skills and talents allows ASWB to think big and achieve much more than staff could do alone. Here are just a few examples of how volunteers help ASWB get the job done.

• The success of the ASWB examination development program depends on the productive work of a diverse group of social workers who make sure ASWB examinations remain valid and reliable. The volunteers serving on ASWB’s Examination Committee are chosen from among ASWB item writers and appointed by the ASWB president. They meet up to four times a year to review and approve test questions for use on the ASWB examinations. In 2017, ASWB staff and volunteers completed multiple activities associated with the practice analysis, including reclassification of exam items and development of new online practice tests to match the new blueprints, standard setting to

Mary Jo Monahan, MSW, LCSW
ASWB Chief Executive Officer
establish passing scores, and updates to the *ASWB Guide to the Social Work Exams, 2nd edition*.

- The Curricular Guide for Licensing and Regulation is a partner project with ASWB, the Council on Social Work Education, and the National Association Social Workers Insurance Trust. The guide will highlight licensing and regulation content for the social work curricula and will provide resources for educators desiring to expand licensing and regulation content within their baccalaureate and master’s programs and courses. It includes suggested curriculum resources such as readings, multimedia and online resources, modules, assignments, experiential exercises, and field activities. A task force of 47 social work educators and regulators are contributing to this project.

- The five-member Nominating Committee is responsible for leadership development and for slating qualified, imaginative volunteers for election to the Board of Directors and Nominating Committee.

- The ASWB Board president appoints volunteers to committees designated in the bylaws as well as to task forces approved by the Board of Directors to accomplish specific tasks on behalf of the association. These appointments provide opportunities for volunteers to develop specialized leadership skills while their participation helps the association work through complicated regulatory and association issues that may arise.

- Energized, innovative, and resourceful volunteers are recruited to facilitate the Administrators Forum and the Board Member Exchange preceding our two major meetings—the Education Conference and the Annual Meeting of the Delegate Assembly. Volunteers also serve as speakers, organizers, and support to staff during these important events.

A recent tally of ASWB volunteer activity from August 2017 through July 2018 reveals that volunteers donated 9,843 hours to ASWB through service on these committees and projects. While we consider our volunteers priceless, the financial impact of your service can be—and should be—quantified to show the value you bring to the social work regulatory community and to ASWB. *Independent Sector*, a coalition of charities, foundations, corporations, and individuals, reports annual statistics on the estimated national dollar value of volunteer time. For 2017, the value of a volunteer hour is US$24.69. Using that figure, ASWB’s volunteer contributions translate into a financial value of US$243,023.67. Now, that is Volunteer Power!

On behalf of the Board and staff, I am grateful to all for your generous donation of time, expertise, and good will. I hope I have conveyed the great value of your volunteerism to ASWB, not only from a monetary perspective, but also in the richness of your experience with our organization. I am continuously humbled by your choice to engage so meaningfully with ASWB and trust that you share a sense of belonging and know that your contributions make a significant difference for the social work regulatory community and, particularly, ASWB.
Teaching an old website new tricks

Bobbie Hartman, Marketing & Publications Manager

Websites are like pets. Getting a new one is exciting. They’re fun to play with. Figuring out how to get them to do a new trick is satisfying. But eventually, the novelty wears off and you get used to the website—maybe even a little bored with it. Maintenance becomes a chore, and it needs near constant feeding, which requires way more work than you anticipated.

The comparison is so helpful, in fact, that I often use it when acquaintances ask me about my job—I’m responsible for the care and feeding of ASWB’s websites, among other things. And those websites (aswb.org, members.aswb.org, and movingsocialwork.org) all require regular infusions of new content, cleaning up of old content, and reorganization when ASWB adds new programs, changes services, or updates policies. For example, Digital Content Coordinator Kim Phillips and I update the online copy of the ASWB policy manual when the Board of Directors makes changes; we add a feature box on the home page when the 2017 Annual Report goes live; and we post an announcement when ASWB makes a statement about a bill in the U.S. House of Representatives.

Sometimes, replacing out-of-date PDFs and adding nicer graphics just isn’t enough. The website doesn’t quite need a whole new redesign, but it needs more because the previous navigation system no longer fits our audiences’ needs. That was the case with members.aswb.org, a subdomain that we created in 2015 to provide more comprehensive information to social work regulators. As the web content on members.aswb.org expanded even more, we learned that “comprehensive” information doesn’t necessarily equal “easy-to-find” information.

To make content more accessible, Kim and I swung into action by hosting a series of workshops for ASWB staff and volunteers aimed at finding out how to restructure the site. We gave groups of participants stacks of cards, each labeled with a piece of information found on members.aswb.org and asked them to sort the cards into categories of their choosing. Once we had those results, we plugged the categories from the different groups into a spreadsheet designed to show us where the categories overlapped.

The commonalities were striking—both volunteers and ASWB Member Services staff liked the idea of a “get involved” section to catch the attention of potential volunteers. “Best practices” was the obvious category for documents like the Model Social Work Practice Act and the guidebook for
disciplinary standards that ASWB publishes.

Armed with these data, we opted to take an iterative approach that would keep the visual style of the site and wouldn’t require us to re-create content, just rearrange it. Enter ASWB’s web developer George Hatzigeorgiou. He created a copy of the website on a local server so that I could rearrange content without disrupting the actual website. Once the new organizational structure was ready, we previewed the demo site for Volunteer Engagement and Outreach Senior Manager Melissa Ryder and Member Services Director Jennifer Henkel. They liked the new emphasis on the user experience and made some helpful content suggestions. Based on their input, we added pages that welcome new administrators/registrars and new board members.

A short time later, George provided moral support while I transferred the new website to the Internet server. (Overwriting an entire website can be nerve-wracking; having a knowledgeable programmer standing by eased my mind.) The restructured version went live at the beginning of July. Changes in usage patterns will be evident in the quarterly web traffic statistics. In the meantime, I’ve heard positive anecdotal feedback—but the proof is in the user experience.

What’s new for our users?
The primary navigation sections of members.aswb.org were changed to focus on our member needs, rather than on ASWB’s operations. A new section called Get Involved contains everything our members need to know about volunteering on a committee, running for elected office, or attending one of our meetings. The former Services section became “Solutions,” to match our focus on the needs of our member boards. We also added an automated newsfeed in that section that pulls stories from media about licensing, mobility, and deregulation. The Best Practices section is where regulators will find ASWB publications and other resources, including research on social work licensing. Information about the association’s policies, procedures, and bylaws are all under “About ASWB.”

Finally, two major pages didn’t change: exam administration and PPD. These links allow staff at member boards to upload exam approvals, download scores, report disciplinary actions, and look up the disciplinary history of a licensee. Because these systems are used daily by our members, we were careful not to change the permalinks for these pages. Existing bookmarks will continue to work and members will still be able to find them readily, either through the “secure links” section, or on the quick navigation menu at the very top of the page.

A work in progress

Are we done yet? Probably not. Usage patterns and feedback from our members will tell us how the site can still be improved. While “the care and feeding of websites” may not sound very exciting, I have to say that that this kind of collaborative work is my favorite part of this job. Drawing on the expertise of my colleagues to find better ways to serve our members is always exciting, kind of like teaching an old dog new tricks.
association

now that’s dedication

JUDY HASPEL of Louisiana showed up for the in-person meeting of the Regulatory Education and Leadership Committee in McLean, Virginia, with a bruised foot and a probable broken toe or toes. Apparently, en route to the meeting, she dropped her computer, which landed on her foot and caused the injury. We hope she’s fully recovered!

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A new appointment

Congratulations to FLORENCE HUFFMAN of Kentucky on her appointment to the Children’s Justice Act Task Force in Kentucky! FLORENCE said about the appointment: “I have much to learn, and my heart is with the children of Kentucky.”

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Getting to know you

ASWB staff members were eager to meet ASWB’s Board of Directors at a reception held in the Board’s honor in Culpeper. The ASWB Volunteer Engagement and Outreach department planned the event that took place after the Board toured the new headquarters site. ASWB President TIM BROWN of Texas thanked staff for their dedication and work, saying: “We have great staff, from the CEO to those working on the front lines. We knew that we needed to support you by giving you a good quality working environment and do something positive to show you that we value you.”

Send all news and pictures to Jayne Wood, newsletter editor, at jwood@aswb.org or call Jayne at 800.225.6880, ext. 3075.
ASWB in the mix

ASWB President TIM BROWN of Texas and CEO MARY JO MONAHAN represented ASWB at the 2018 National Policy Summit and Leadership Conference held by the Federation of Associations of Regulatory Boards in July. The summit focused on creating more traction for #smartregulation. The conference addressed the topics of mobility, privacy, trust, and relationships.

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A family affair

HEIDI NIEUWSMA of North Dakota brought two of her daughters with her when she attended the Bylaws and Resolutions Committee meeting in McLean, Virginia. Sightseeing and wineries were on the daughters’ agenda.

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Rain, rain go away!

Predictably, it rained in Culpeper on the day that the Board of Directors was scheduled to visit the site of ASWB’s new headquarters. Mud and showers did not deter this intrepid group from touring the site, however, during their stay in nearby Orange, Virginia, for their August board meeting. A groundbreaking photo session was planned but was not held because of the threat of electrical storms. The photos here capture the event: the Board received an overview of work completed to date from developer and builder ANTHONY CLATTERBUCK; gathered with COO DWIGHT HYMANS and CEO MARY JO MONAHAN for the “groundbreaking” (minus shovel); and toasted the new building at dinner afterward. To commemorate the moment, Board members received a bottle opener shaped like a shovel engraved with ASWB’s logo. A photo of the Board with the groundbreaking shovel was taken indoors during a reception with ASWB staff members in Culpeper.

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A summary of the work of ASWB’s Board of Directors at its August 12 and 14, 2018, meeting in Orange, Virginia

The ASWB Board of Directors met in person on Sunday, August 12, and continued the meeting on Tuesday, August 14, at the Inn at Willow Grove in Orange, Virginia, in conjunction with a strategic planning session, a tour of the new headquarters site, and a reception with staff in Culpeper, Virginia. 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, 2018. The Board also received a report from ASWB’s investment advisor about ASWB’s investment accounts through June 30. The Board approved IRS Form 990 prior to its August 15, 2018, submission.

**Building report:** The Board received a report from staff about progress on developing the new headquarters site, which has been slowed by the unusual amount of rainfall over the summer. The Board received a report from Sun Tribe Solar of Charlottesville, Virginia, that included information about its proposal for installing a solar canopy array in the parking lot and a tax benefit opportunity with CollectiveSun.

The Board approved the bid of Sun Tribe Solar to install solar arrays subject to favorable reference checks. In a separate motion, the Board approved entering into an agreement with CollectiveSun to take advantage of tax benefits of solar, provided that reference checks of Sun Tribe Solar were favorable and subject to legal review.

**Leadership reports:** The Board received the President’s report and the administration leadership report from the chief executive officer. The President’s report, “Words we live by,” discussed strategic planning and the Board’s role in setting the direction of the organization for the next three years and choosing the “words we want ASWB volunteers, members, and staff to live by in that future.” The CEO’s report reflected the work of staff through the second quarter and progress toward achieving departmental goals as measured against 2018 business plans in support of the strategic plan.

**Strategic discussions**

President-appointed subcommittee on nominations. The Board president informed the rest of the Board that a task force would be appointed to review the nominations process as recommended by the Nominations Process Subcommittee.
Developing a French language version of the exams. The Board held strategic discussions about translating the exams because of interest from New Brunswick, which has both English and French as official languages. ASWB staff and some Board members expressed a desire not to close the door on the possibility of offering a French language version even though costs would never be recovered. Staff expressed concern about exam security if translation was pursued. Discussion also extended to ramifications if a French translation is provided but usage is not restricted to provinces where required by law. With all these concerns, Board members voted to appoint a task force to explore these considerations more fully.

Review and adjustment of strategy

Nominating Committee report. The Board received the slate of candidates for 2018 elections for the Board of Directors and the Nominating Committee.

Committee reports. The Board received and accepted the reports from the Continuing Competence, Bylaws and Resolutions, and Regulation and Standards committees and supported the bylaws amendments proposed by the Bylaws and Resolutions Committee and amendments to the Model Social Work Practice Act proposed by the RAS Committee. (See related article.)

Policy, public and operational

Personnel policies. The Board reviewed revisions to the ASWB Personnel Policies manual recommended by the human resources consultant and approved the changes subject to additional wording modifications in the Code of Conduct section of the manual upon further review by the HR consultant.

Volunteer Handbook. The Board received an overview from staff of the Volunteer Handbook, a new resource for volunteers that was published in advance of the July committee meetings. Sections of particular interest to the Board were highlighted, including the guidelines for media activity.

Routine Board business

Approval of minutes. The Board approved the minutes of the May 17, 2018, Board of Directors meeting in Halifax, Nova Scotia.

Ratification of decisions made in email meetings. The Board ratified the decisions made in email meetings conducted on May 8, May 25, July 3, and July 18, 2018.

Draft agenda, 2018 Annual Meeting of the Delegate Assembly. The Board approved the draft agenda for the annual business meeting, which will be held in San Antonio, Texas. The meeting will begin on Friday, November 16, and will adjourn on Saturday, November 17, with preconference sessions on Thursday, November 15. Elections will be held for positions on the ASWB Board of Directors and seats on the Nominating Committee. Delegates will also vote on proposed amendments to the ASWB bylaws and proposed amendments to the Model Social Work Practice Act.

Funding for 2018 Annual Meeting of the Delegate Assembly. The Board approved funding for seven member board staff and seven member board members to attend the 2018 annual business meeting, with two of the member board member funded selections reserved for public members.

Board service awards. Board members selected recipients of the 2018 Sunny Andrews award and the Glenda McDonald Board Administrator award. Awards will be presented at the 2018 Annual Meeting of the Delegate Assembly.

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

Regulatory Education and Leadership (REAL) Committee. The REAL Committee Board liaison reported on activities of the committee at its in-person meeting in McLean, Virginia, in July to continue planning the 2019 Education Conference.

International Federation of Social Workers World Conference. The Board president and the CEO provided a report to Board members about their participation at the conference in Dublin, Ireland. Two meetings took place with regulators from the Federation of International Regulatory Organizations. The first meeting included 17 members representing 10 countries, with ASWB representing the United States and Canada. Participants gave status reports and presentations about regulatory issues. The CEO presented on social work practice mobility and license portability in North America. The second meeting took place between ASWB and about 30 social workers interested in exploring the regulation of the two countries of Ireland and the three countries of Great Britain, including finding commonalities
among the five countries, harmonizing practice standards and qualifications for practice, and preparing for mobility and electronic practice. The president and the CEO shared their North American experiences when asked and offered future assistance to the group. The CEO was asked to take a leadership host role in both the 2019 CLEAR International Congress in Vancouver, British Columbia, and the 2020 IFSW World Social Work Conference in Calgary, Alberta.

**FARB National Policy Summit and Leadership Conference.** The Board president and the CEO reported on their participation at the FARB summit and conference, highlighting benefits of interacting with other organizations like ASWB to discuss topics of practice mobility, commonsense regulation, and exam translation.

**Consent agenda:** Reports approved via consent agenda included: evaluations of the inaugural Executive Leadership Training and the 2018 Education Conference, the 2019 meetings calendar, and a report on the July meeting of the Healthcare Regulatory CEOs.

**Executive session:** The Board entered into executive session to receive the Exam Technical Report.

**Recap of the Foundation Board Meeting**

Immediately following the conclusion of the ASWB Board of Directors meeting on Tuesday, August 14, the Board convened a meeting of the Board of Directors 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. Eight members of ASWB’s Board of Directors comprise the Foundation Board of Directors.

In 2017, the Foundation Board voted to move administration of current research projects to ASWB while maintaining funding through the Foundation. While administration is managed by ASWB, the Foundation will be dormant.

**Approval of agenda:** The Foundation Board of eight members approved the agenda.

**Approval of proposed bylaws changes:** The Foundation Board of eight members approved the proposed amendments to the Foundation bylaws to update the Foundation Board of Directors and the section titled Removal of Officers to coincide with the ASWB bylaws.

**Approval of Form 990:** The Foundation Board of 11 members approved IRS Form 990 for timely submission on August 15, 2018.
Volunteers engaged in service

*Everybody is cleverer than anybody.*  
—Charles de Talleyrand

It’s no surprise that “committee” and “commitment” share a root word that carries meanings of working together with others and being entrusted with a task. Commitment to ASWB’s strategic objectives and mission was on display when four of ASWB’s seven committees held in-person meetings in mid-July in McLean, Virginia. Their tasks included readying recommendations for bylaws amendments and changes to the Model Social Work Practice Act, which delegates will vote on at the 2018 Annual Meeting of the Delegate Assembly, and fulfilling the duties outlined in their ongoing and year-specific charges.

The **Regulatory Education and Leadership Committee** is early in its planning for the upcoming 2019 Education Conference. Working with the theme of educating and partnering on legislation and regulation, the committee set conference goals that included demystifying the legislative process and empowering attendees with practical skills.

Committee members also engaged in brainstorming about ideas for structuring the conference, finding potential presenters, and making the conference interactive. Unlike the other committees, whose service corresponds with the calendar year, the REAL Committee’s term began at the end of the 2018 Education Conference and concludes during the 2019 event. The 2019 Education Conference will be held April 11–13, 2019, in Arlington, Virginia.

The **Continuing Competence Committee** was keenly focused on its 2018 charge of researching and

REAL Committee members gathered in Halifax, Nova Scotia, at the beginning of their term. From left: Board liaison Florence Huffman (KY), Vicki Gardine Williams (TN), Barb Whitenect (NB), Cedric (Doc) Davis (AZ), Denise Capaci (MD), chair Endsley Real (GA), and Judy Haspel (LA).
making recommendations about supervision, especially the use of remediation supervision as a disciplinary action. The committee’s members drafted a document about use of remediation supervision that is envisioned as becoming a resource for boards and social workers when approved for release. The committee recommended that ASWB staff engage in further research on the appropriate use of remediation supervision and ways to reduce liability for supervisors.

Recommending amendments to the association’s bylaws was on the minds of the members of the Bylaws and Resolutions Committee. Some of their proposed bylaws amendments are related to recognizing that consolidated regulatory boards now represent 16 jurisdictions. The committee is recommending changes to clarify the definition of “public member” and adding a definition for “licensed professional.” The committee is also recommending limiting the eligibility criteria for professional members serving as secretary and treasurer to licensed social workers and expanding the eligibility criteria for the position of director at large, open to any professional member of a consolidated member board, regardless of profession.

The Bylaws Committee made a DO PASS recommendation for amendments proposed by the Board of Directors to allow only member boards that contract with ASWB to use its exams to make decisions about the exams and to remove the option for the president to appoint a member of the Board of Directors as a member of the Nominating Committee. Delegates will vote on the proposed amendments at the 2018 annual meeting. All proposed bylaws amendments will be published on the ASWB website prior to the annual meeting and listening sessions will be held to answer questions from membership.

The Regulation and Standards Committee worked on their charge to review and recommend improvements to the Model Social Work Practice Act. They were especially focused on changes that will help Mobility implementation continue to move forward. To that end, the committee recommended replacing the section “Qualifications for License Transfer” with a much-shortened section titled “Qualifications for Licensure by Endorsement.” Delegates will vote on the proposed changes to the model law at the 2018 annual meeting. The committee’s report with all proposed changes will be published on the ASWB website prior to the meeting, and a listening session will be held to answer members’ questions. Read more about the proposed language change.

The RAS Committee also generated ideas for developing training around helping member board members better understand how to use the model law and incorporate it in their regulations; among the ideas was the suggestion to create a video or PowerPoint to train boards and possibly legislators.

These four in-person meetings represent only a fraction of the dozens of times that the volunteers serving on ASWB committees come together—either by gathering in a conference room or calling in to a virtual meeting—each year. The success of their work depends on blending the diverse perspectives and strengths of each committee member with their shared commitment to the mission of protecting the public.

### Interested in making a commitment?

A special opportunity to get a close look at serving on an ASWB committee will be offered on Thursday, November 18, 2018, at the Annual Meeting of the Delegate Assembly. ASWB committee chairs will host the welcome reception and will talk about the committee they chaired with members who are interested in volunteering.

Learn more about committee service and submit a committee interest form any time.
Volunteer handbook debuts

Fresh off the digital “press,” ASWB’s Volunteer Handbook went online in time for volunteers to read before the in-person meetings in July. The handbook is the work of the Volunteer Engagement and Outreach department, developed with assistance from the Member Services and Communications and Marketing departments and staff supporting ASWB committees. The handbook offers comprehensive guidance on serving in various roles, from committee member to committee chair and Board liaison. According to VEO Senior Manager Melissa Ryder, “The intent for the handbook is to support volunteers by providing valuable information regarding committee service. It also pulls a lot of information that was once housed in different locations on the ASWB website into one place that will be updated regularly.”

Volunteers were enthusiastic about the new resource. Ken Middlebrooks, Board liaison to the Bylaws and Resolutions Committee, told staff and the Bylaws Committee that he appreciated the guidance offered on serving as the liaison and congratulated the VEO department on a “great job.”

The Regulation and Standards Committee (from top): Board liaison Robert Payne (ID), Thomas Brooks (MN), Sonia Cisternas (QC), Vikki Erickson (NV), Jaime Hoyle (VA), Jacqueline Lowe (SC), and Mavis Azariah-Armattoe (DC).

The Bylaws and Resolutions Committee (front row from left): Board liaison Ken Middlebrooks (MN), James Campbell (BC), Ginny Dickman (ID), and Robert Showers (LA).

The Continuing Competence Committee met in McLean in July (front row from left): Board liaison Harold Dean (AR), Walter Orellana (RJ), and chair Mark Gianino (MA); (back row from left): Shelly LaRose (MO), Glenda Webber (NL), and Elizabeth Pope (NC).
The Association of Social Work Boards (ASWB) and its member boards are well aware of the increased political and legal scrutiny that surround regulation. In an effort to draw positive attention to the importance of state-based regulation, ASWB and its member boards are collectively working to address relevant issues, in particular issues related to mobility/portability. This type of collaboration, recognition, and trust of each respective state and provincial agency regarding licensure eligibility decisions is imperative to a reasonable system that is respectful of the rights of the states while also being cognizant of the need for effective and efficient government operations.

One legal and political focus involves an analysis of the length of time between certain events that are deemed to be under the control of the social work board. For example, the length of time between application and licensure issuance or the length of time between renewal and reissuance of licensure. Additional analysis may address timeliness of the enforcement process. Indeed, some statutes may mandate action within a specified time period. Consider the following.

On June 9, 2016, the state of Indiana (State) on behalf of the Indiana Behavioral Health and Human Services Licensing Board (Board) filed an administrative complaint against a licensed clinical social worker (Licensee) based on alleged professional misconduct. A hearing was eventually set for and held on October 24, 2016. On February 24, 2017, based on the fact that an order had not yet been rendered, the Licensee filed a motion to dismiss the complaint arguing that the Board failed to comply with the procedural requirements of issuing an order within 90 days following the hearing. On March 30, 2017, the Board entered its final order against the Licensee, placing her license on indefinite probation with several additional terms and conditions. On April 4, 2017, the Licensee filed a petition for judicial review arguing that the Board order was untimely and therefore invalid. The Licensee did not challenge the facts underlying the final determination nor the sanctions imposed. In support of her petition, the Licensee argued that the Indiana Administrative Orders and Procedures Act (AOPA) was not followed and that, accordingly, the order was invalid. The AOPA states that orders under the particular section “shall be issued within ninety (90) days after conclusion of the hearing…” The AOPA allows
for waivers and/or extensions with written consent of all parties or for good cause. No such consent or good cause was sought.

In response, the Board conceded that it did not comply with the 90-day post-hearing notice of a final order. But, the Board argued that such a failure did not affect its jurisdiction or authority and that it did not act to invalidate the March 30, 2017, order. The trial court agreed with the Licensee and held the order to be void for lack of compliance with the statute. The Board appealed.

On appeal, the Board argued that the Indiana statutory language did not preclude the Board from acting on its findings. In its analysis, the Court of Appeals noted previous case law whereby definitive time periods were set in law using language that the final order “shall” be issued within a 60-day period. Such judicial precedent noted that although the word “shall” was used in the statutes, the time period was directory rather than mandatory. Previous courts held that the “legislature did not intend for the time period to be essential to the validity” of the final order.

To substantiate this position, reference was made as to the lack of consequences in the law for noncompliance. Further, no reference was made to divesting the agency of its authority to issue a final order. Finally, the court noted that the time period for issuance of the final orders was to promote the “prompt and expeditious resolution of the administrative matters by the ultimate authority.” Based on the past judicial precedent, the Court of Appeals reversed the lower court and held that the statutory language that the Board shall issue its order within 90 days of the conclusion of the hearing was directory rather than mandatory. It found that the lower court erred when it vacated the Board’s order.

Effective and efficient board operations when addressing applications, renewal, investigations, and issuance of final orders is critical to continued recognition of government involvement in regulation of the occupations and professions. Populating the boards with consumer members and with persons who have expertise in the profession is intended to promote accurate and efficient decision-making. To promote such efficiencies, some statutes and regulations may contain specified time periods for completion or resolution of certain matters. It is interesting when the word “shall” is interpreted to mean anything other than a mandate. Regardless, social work boards “should” ensure effective and efficient decision-making processes so that they shall remain relevant.

Indiana Behavioral HHS Licensing Board v. Thomas, 2018 Ind. Unpub. LEXIS 918 (IN App. CT 2018)
Endorsement language is key

Out of 52 U.S. jurisdictions, 48 (92%) have a provision that could be used to make practice mobility a reality

ASWB started focusing on practice mobility in 2013, when the Board of Directors identified it as a strategic objective in the 2014–2018 strategic plan. Their decision to elevate this previously thought “unattainable” objective to the strategic plan demonstrated that ASWB was willing to put energy and financial support behind it so that practice mobility would become a reality “in this lifetime.”

Fast forward to 2018 and the current attention on occupational licensing as a barrier to practice. Because of the work of the Mobility Task Force and all ASWB members, a Mobility strategy is in place and jurisdictions are working on implementation plans. In addition, the 2018 Regulation and Standards Committee is proposing amendments to the Model Social Work Practice Act that could make endorsement language a turnkey solution.

Getting to a point where a solution for practice mobility might be as easy as using language already in 92 percent of U.S. member jurisdictions’ statutes came during the meeting of the 2018 Regulation and Standards Committee in July. It did not come easily, reported Director of Member Services Jennifer Henkel, who staffs the committee, but “the more we talked about changing the language from ‘license transfer’ to ‘licensure by endorsement,’ the fewer objections committee members had.”

The change to the Model Social Work Practice Act proposed by RAS replaces Section 308. Qualifications for License Transfer with a new section titled Qualifications for Licensure by Endorsement. The nine application requirements listed for license transfer are reduced to two for licensure by endorsement: submitting the application with payment of all fees and presenting proof of an active license in good standing.

Discussion was particularly interesting, Henkel said, because two of the committee members this year are member board staff members—Mavis Azariah-Armatoo of the District of Columbia and Jaime Hoyle of Virginia. Both jurisdictions offer licensure by endorsement. Of the proposed changes, Hoyle said: “I think, most importantly, referring to licensure by endorsement rather than license transfer more accurately reflects the language and the processes currently utilized by jurisdictions.

“License transfer seems more friendly to Mobility because it implies that if an applicant has a license in one jurisdiction, then all the applicant has to do is move that license to another jurisdiction.
Endorsement language, however, makes the jurisdictions more active participants, as they have to actively endorse the license from another state if it meets the necessary requirements. Still, it is my opinion that endorsement language is just as friendly to Mobility because jurisdictions are relaxing their endorsement requirements and moving more toward trusting the licensure process of the other jurisdictions, while clearly maintaining the ability to make their own licensure decisions.”

The proposed language will be presented for a vote by delegates at the 2018 Annual Meeting of the Delegate Assembly in San Antonio, Texas.

**Turnkey solution**

Endorsement, reciprocity, and licensure by credential language in statutes has the potential to streamline the licensure process for licensed applicants seeking additional licensure in other jurisdictions because the issuing jurisdiction provides verification, or “endorsement,” of the requesting applicant’s license status. California, Indiana, and the District of Columbia are among those jurisdictions offering an expedited process for currently licensed applicants.

As Kim Madsen, executive officer of the California Board of Behavioral Sciences, said in her presentation at the 2018 ASWB Education Conference, “Developing Tools for Social Work Mobility”: “Trust is something I can’t emphasize enough. We need to be comfortable that the [licensing] jurisdiction has done its due diligence to vet the applicant.”

Madsen explained the new legislation that California has introduced to streamline the process for out-of-state licensed applicants seeking additional licensure. When adopted, the law will allow licensed applicants who have held an equivalent license in good standing for two years and who graduated from an accredited program with a master’s or doctoral degree to receive a clinical license in California after submitting fingerprints and passing the jurisprudence exam. The state also requires licensees to complete 12 to 15 hours of coursework in California law, ethics, and cultures as well as a one-time, six-hour course in mental health recovery-oriented care.

Indiana offers licensed applicants exemption from taking the national licensure exam when the following criteria are met: the applicant has held an equivalent license in good standing for three of the last five years, has passed the appropriate licensure exam in another jurisdiction, and passes a jurisprudence exam in Indiana. The endorsement provision exempts the applicant only from the licensing exam, according to Indiana code. Licensure, certification, or registration in another state does not guarantee licensure in Indiana.

The District of Columbia offers licensed applicants licensure by endorsement if the applicant has a current license in good standing verified by the jurisdiction and has a passing score on the appropriate national licensing exam. Applicants provide proof of identity and pay required fees.

**Not just a U.S. issue**

Making social work practice mobility a reality “in this lifetime” has been identified primarily as a U.S. issue because Canada’s Agreement on Internal Trade (now the Canadian Free Trade Agreement [CFTA]) established labour mobility for all provinces in 1995. Despite CFTA, however, labour mobility in Canada has yet to be a reality interjurisdictionally. Some reasons include provincial exceptions based on legitimate objectives that occur when requirements differ

### New language proposed for Model Social Work Practice Act

Section 308. Qualifications for Licensure by Endorsement.

(a) To obtain a license by endorsement at the equivalent designation and subject to Article IV of this Act, an applicant currently licensed as a social worker in another jurisdiction must provide evidence satisfactory to the Board, subject to Article III, Section 311, that the applicant:

1. Has submitted a written application and paid the fee as specified by the Board; and

2. Has presented to the Board proof of an active social work license in good standing.
New on MovingSocialWork.org

A new map identifying “Mobility friendly zones” was unveiled on MovingSocialWork.org at the 2018 Education Conference. The three jurisdictions discussed here are among those shown on the map as making excellent progress toward achieving social work practice mobility. Members are encouraged to email Jennifer Henkel about progress made toward adopting endorsement language or other activity on their Mobility implementation plans so that their jurisdictions can be updated on the map.

significantly among provinces. Legitimate objectives are granted for protection of public security and safety reasons. Additionally, mobility between the U.S. and Canada for both registered (Canada) and licensed (U.S.) social workers remains challenging.

Finding common ground

The idea of building a Mobility solution in the U.S. based on a licensure by endorsement model is in alignment with CFTA. Expediting the licensure process in U.S. jurisdictions for licensed social workers in good standing is finding common ground with CFTA when granting additional licenses is accomplished without requiring licensees to undergo significant additional training, work experience, examination, or assessment except to fulfill U.S. jurisdiction-specific requirements.
Exam Committee bids farewell and thank you

“The Exam Committee recently wrapped up its final meeting as a complete group on August 3-5, 2018, in Nashville, Tennessee. Though the Clinical and Masters exam committees will meet again in September, the Bachelors exam committee has finalized its work for 2018. That meant it was time to bid farewell and thank you to those who are rotating off.

During the Nashville meeting, the committee’s chief task was to replenish the item banks for all categories by reviewing pretest items created by ASWB’s cadre of item writers. Lavina Harless, ASWB director of examination development, says Exam Committee members bring their expertise as they “spend hours reviewing, revising, and approving questions for the examinations, all in the name of helping to ensure safe and competent social work practice.” As a result, she says, “The ASWB exam program remains valid and reliable.”

ASWB President Timothy M. Brown, MSW, LCSW, ACSW

Receiving awards for their service on the Exam Committee: (from left) Karen Slovak (OH), Ben Rosenberg (NY), Sharon Cutts (CT), Bora Sunseri (LA), Michelle Piper (AL), and Charu Stokes-Williams (HI)
Because Exam Committee volunteers meet in person up to four times each year for three years, they often form strong bonds of friendship. Bora Sunseri of Louisiana, who is rotating off the committee after two years as Clinical exam committee co-chair, began her service to ASWB in 2010 as a member of a standard setting panel and has also served as an item writer. Reflecting on her years of volunteer service, Sunseri says, “I enjoyed all of it. It has been a great way to meet people all over North America.”

ASWB president and Board liaison to the Exam Committee Timothy M. Brown presented Sunseri and several others with commemorative awards at the August meeting in recognition of their service. Remarking on the contributions of this dedicated group, Brown said, “The work of volunteers engaged in exam development are essential to the association’s goal of providing quality and definable social work licensure exams that measure an individual’s minimal competency for social work practice. When attending the Exam Committee meetings, I am amazed at how effortlessly social workers from all over North America, who practice in many different social work practice areas, collaborate as one to develop question items and exams.”

Two committee members had agreed to serve for an additional year beyond their three-year terms. In recognition of this extra year of service, Bachelors exam committee member Ben Rosenberg of New York and Clinical exam committee member Sharon Cutts of Connecticut each received a Jefferson cup.

Those rotating off the committee after serving three-year terms each received so-called tombstone plaques, named for their rectangular shape. Recipients were Bachelors exam committee member Karen Slovak of Ohio and Masters exam committee members Michelle Piper of Alabama and Charu Stokes-Williams of Hawaii.

And in recognition of her completion of a two-year term as Clinical exam committee co-chair, Bora Sunseri received a rosewood box. To her, though, the real reward was all that she learned from her experience. Working on the Exam Committee, she says, helped her realize “…what a great profession this is and how much integrity exists in the exam development process.”

The integrity of the exam is made possible by the diverse group of Exam Committee volunteers who are rotating off, those who remain, and those who will join in the future. Says Harless, “ASWB is grateful to the members of the Exam Committee for their hard work and dedication to the program.”
Paul Meyer of Tecker International recently spent two and a half days with ASWB leading discussions with staff and the Board of Directors to help the organization arrive at its high-level strategic goals for the next three years.

Tecker International was chosen through a competitive bid process. In addition to the in-person meetings held with staff in July and the Board in August, the company has completed environmental scans with stakeholders, a survey of ASWB employees, and an evaluation of focus groups at the 2018 ASWB Education Conference facilitated by ASWB Board members.

ASWB President Tim Brown opened the strategic planning session with the Board by noting: “Strategic planning is a large task and a very important task for the association. I’m looking forward to each of us giving every ounce of good energy to move the process forward in a positive way.” During the next day and a half, Board members followed the Governance as Leadership model of generative and strategic thinking to arrive at the top three priorities for the organization to focus on and debated ASWB’s current mission statement, values, and vision.

A lot of research has gone into ensuring that the 2019–2021 strategic plan will resonate with membership.

ASWB Board members worked in small groups to identify themes that will help define focus areas for the next strategic plan. Pictured from left: Directors at Large Patricia O’Reilly (OH), Joyce Bell (MD), and President Tim Brown (TX).
Mission, values, vision

As Meyer explained, an organization’s mission is considered timeless, but that does not mean that it cannot change. Most organizations make changes to mission every ten years, on average, said Meyer. The staff and Board held generative discussions about ASWB’s mission statement at their separate meetings, going far “outside the box” to wrestle with the idea of whether “social work” belonged in the mission statement going forward.

For most Board members, keeping “social work” in the mission statement speaks to what the organization is and what makes it unique. In counterpoint, discussion centered on what might happen if consolidated boards become more prevalent and ASWB’s regulatory support was offered to other health care professions beyond social work—in that situation, would “social work” still fit in the mission statement? Meyer’s thoughts: “Having ‘social work’ in the mission doesn’t preclude the association from expanding services. If you have to make choices, then social work takes precedence. It doesn’t mean you can’t serve others. If you take ‘social work regulation’ out of the mission, it will be a significant deciding point in the organization. You will have to think differently as a board of directors.”

After the Board members completed deliberations about the mission statement, Meyer asked them to look at ASWB’s values and vision. Both of these elements are also on a longer ten-year trajectory for change. CEO Mary Jo Monahan said of ASWB’s values of respect, accountability, integrity, service, and excellence (known as RAISE): “We have used the values effectively in decision-making over the years, especially in terms of operations issues. The values supported us in making hard decisions.” The Board considered each value and discussed other words that might become replacements or additions. Meyer took a straw poll after more values bubbled up during discussion. None of the new contributions gained a majority vote from Board members.

According to Meyer, the vision statement must be defined before the organization’s goals can be developed. The vision helps the Board strategically and provides the tools and means for achieving the goals. Working in small breakout groups, Board members brainstormed about ASWB’s vision, using the vision statement that the staff leadership team crafted as a starting point. Multiple rounds of discussion and negotiation followed, as the workgroups advocated for their vision over others’. Next, members voted, advocated some more, and voted again. From these discussions, Tecker will develop both a vision statement and a vivid description for the Board’s consideration. The vivid description will be a roadmap for achieving the vision.

Goals

A similar process of brainstorming, advocacy, and voting in multiple rounds helped the Board to arrive at the strategic focus areas for the next three to five years. Not surprisingly, Mobility topped the list and stayed at the top throughout deliberations. Also rising to the top: research and promoting the value of regulation.

Technology was in the top five focus areas for part of the discussion; but when Meyer asked the Board to prioritize the top three, technology dropped out for a number of reasons. Board members recognized that it was already well integrated throughout ASWB’s operations, with an IT department...
that is developing an infrastructure that will serve members, educators, and Registry users among other stakeholders. ASWB services such as application processing are available to help members deal with the environmental challenges of technology in their work. Electronic practice is covered by both the regulatory standards and the practice standards for technology and social work. As more discussion took place, technology emerged as a means to support what the organization aspires to accomplish rather than as a focus area itself.

From the focus areas, Board members returned to their workgroups to develop outcome statements that will become the organization’s strategic goals and objectives with ratings for completion—immediate, midterm, or long-range. These were shared and discussed, bringing an end to a full day. Wrapping up the session on the following day, Monahan and COO Dwight Hymans facilitated a brainstorming session around strategies and activities that will become operational as part of the staff business plans in six categories ranging from infrastructure and governance to finances and partnerships.

**Next steps**

Over the next month, Tecker staff will begin creating the final strategic plan, mission, vision, vivid description, and values statements for the Board’s review and consideration. ASWB staff will work closely with Tecker to develop an implementation plan to operationalize the goals. After the Board makes its final decisions, the strategic plan will be introduced for adoption at the 2018 Annual Meeting of the Delegate Assembly. “It is important that members feel proud of the plan and that it is taking the organization in the right direction,” Meyer said. “Primarily, the purpose of a strategic plan is to be sure that the Board of Directors and the organization are using resources toward ASWB’s mission while being responsive to environment.”