

INTRODUCTION TO OUR BALANCED SCORECARD

The balanced scorecard (BSC) is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. It was originated by Drs. Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance.

While the phrase balanced scorecard was coined in the early 1990s, the roots of this type of approach are deep, and include the pioneering work of General Electric on performance measurement reporting in the 1950's and the work of French process engineers (*who created the Tableau de Bord – literally, a "dashboard" of performance measures*) in the early part of the 20th century.

Gartner Group suggests that over 50% of large US firms have adopted the BSC. More than half of major companies in the US, Europe and Asia are using balanced scorecard approaches, with use growing in those areas as well as in the Middle East and Africa. A recent global study by Bain & Co listed balanced scorecard fifth on its top ten most widely used management tools around the world, a list that includes closely related strategic planning at number one. Balanced scorecard has also been selected by the editors of Harvard Business Review as one of the most influential business ideas of the past 75 years.

The Association for Applied Sport Psychology (AASP) is committed to meeting and exceeding the needs of its members. The decision to develop this long-range (three year) plan is an important one, as it will assist the Executive Board and its committees in creating a "roadmap" of priorities over the next three years to do exactly that – meet and exceed our members needs. The American Society of Association Executives states, *"Really remarkable associations never make a strategic business decision unless it's based on data."* Following their lead, the AASP Executive Board has used an immense amount of data gleaned from various methods to ask membership what it needs now and for their future. That data was used to create this balanced scorecard.

We look forward to a successful next three (3) years for AASP and encourage all members to engage with us through many of the programs and initiatives we are planning for you. Thank you for the opportunity to serve you.

Respectfully Submitted,

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INITIATIVE 1: EDUCATION/PROFESSIONAL DEVELOPMENT

Strategic Objective (To be realized by end of fiscal year 2018)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
1.1 Provide high-quality educational and professional development opportunities at the Annual Conference	1.1.1 Restructure the Conference Programming Committee to better reflect current needs, logistics, magnitude of task by growing the CPC to include 2-3 additional members with targeted skill set (e.g., strategic connection, event management experience, organizational familiarity)	2016	1	Conference Planning Committee	6/30/2016	
	1.1.2 Solicit RFPs for 3 options for recording selected annual conference content for replay availability on AASP website by Fall EBoard meeting 2016 (for use at the 2017 conference)	2016	2	Scientific Program Division Head	10/31/2016	
	1.1.3 Create an "Innovations Committee" (working group of 5 individuals) charged with identifying potential invited speakers who are doing innovative work, or who represent innovative connections to sport psych for consideration by the CPC	2017	3	Science to Practice Committee	01/31/2017	
	1.1.4 Re-examine the conference formats and abstract categories for additional options and/or strategic abandonment (e.g.: Case Study, Panels, Roundtables, In-person "exhibits" of work in action, Lectures) and present to EBoard for review	2017	4	Conference Planning Committee	01/01/2017	

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INITIATIVE 2: JOB CREATION/DEVELOPMENT

Strategic Objective (To be realized by end of fiscal year 2018)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority	Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
2.1 Target marketing to promote employment opportunities for sport psychology professionals	2.1.1 Hire a social media analytic expert	2016 1	E-Board	12/31/2016	
	2.1.2 Use social media analytics data to engage directed marketing and publicist strategy. Success would result in driving higher following rate on multiple platforms, more hits, longer views and more CC-AASP consultants featured in national media'	2016 2	Public Relations Division Head	12/31/2016	
	2.1.3 Generate content (articles, blogs, videos) based on analytics results	2017 3	Web Presence Committee & SIGs	12/31/2017	
	2.1.4 Disseminate information to targeted audience(s)	2017 4	Outreach	12/31/2017	
	2.1.5 Create an interactive job description decision-making tree (see notes below)	2018 5	E-Board	12/31/2018	
2.2 Create strategic relationships to promote employment opportunities for sport psychology professionals	2.2.1 Promote AASP and the field of sport psychology directly at 3 consumer professional meetings per year	2016 1	Strategic Alliances Liaison	12/31/2016	
	2.2.2 Initiate guest lecture exchange programs with at least 2 relevant organizational and consumer bodies, e.g. NATA, ACSM, NSCA, USOC, NCAA, FEPSAC, ISSP, ISSN, coaching associations with a speaker's bureau available for other opportunities to represent the community	2016 2	Strategic Alliances Liaison & Conference Planning Committee	12/31/2016	
2.3 Educate the AASP membership on the needs of decision makers and market influences and resources to help fulfill those.	2.3.1 Create an annual forum for decision makers to share insights into their considerations for adopting sport psychology services. In preparation for the annual AASP conference with AD's &/ or C-level decision makers who have both fully adopted and partially adopted sport psychology services	2016 1	Conference Planning Committee	02/01/2016	
	2.3.2 Create a dynamic online career center with information and regular posts for career opportunities (<i>similar to that developed by the ACA</i>) by the 2017 AASP conference	2017 2	Student Development (Re-tasked)	10/31/2017	
	2.3.3 Offer at least 1 conference workshop, specifically addressing 'job preparation' for students, to include professional issues such as interview skills, resume writing, negotiating compensation and other relevant skills	2016 3	Student Development Committee	10/31/2016	

Notes for 2.1.5: This is a service for key stakeholders, like NCAA institutions (specifically AD's, coaches, GM's and others) to have outcomes based approach to guiding a sport psychology model. This is acknowledging there are many different models of 'successful and sustainable' service. This is a mechanism to make these different examples available to the consumer - e.g. which service is more important to you? (a) Mental health provision (b) Mental skills training (c) Both A & B equally (d) Provision of psychological assessments. At the end of the tree there could be some key suggestions, points of contact who can help more, possibly even the creation of a job description or link to CC-AASPs that fit the categories. Trying to make it easier for consumers since that's often the sticking point that they don't know what they specifically want, and how to develop a job description or structure a department. **Note for 2.3.2:** Would be an extension of 3.1.2.

INITIATIVE 3: MEMBER RETENTION & RECRUITMENT

Strategic Objective (To be realized by end of fiscal year 2018)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
3.1 Enhance the value of an AASP membership to individual members	3.1.1 Review and revise AASP website so that the Members Only sections are more distinctive from the public pages as assessed by "clicks" or visits to the Members Section.	2016	1	Web Presence Committee	06/30/2016	
	3.1.2 Relocate job postings from AASP homepage to the Members Only section of AASP website.	2016	4	Web Presence Committee	02/29/2016	
	3.1.3 Develop 3 private practice forms/templates such as client intake forms, contracts and waivers, etc. (with the intent of developing additional resources) and make available on the members-only pages.	2016	2	Development Committee	07/31/2016	
	3.1.4 Establish an AASP discussion forum in the members only section of the website, to go live post-2016 conference.	2017	3	Web Presence Committee	01/31/2017	
3.2 Streamline awards and fellows programs to recognize professional excellence	3.2.1 Redesign & launch member recognition program; revamp Awards Program to offer more recognition for early-to mid-career professionals	2017	2	President Elect	1/31/2017	
	3.2.2 Consolidate Research Grants and Seed Grants to establish 2-3 independent funding lines based on membership type (e.g., Student Research Grants, Early Career/Professional Grants) utilizing a April 1 application deadline	2017	1	Research & Practice	1/31/2017	
	3.2.3 Establish letters of distinction for those who have achieved Fellow status within the organization (e.g., FAASP which stands for Fellow-Association for Applied Sport Psychology)	2016	3	Fellows Review Committee	8/31/2016	
3.3 Develop overarching initiatives to recruit and retain AASP members.	3.3.1 Add a Board position specifically for Membership Recruitment & Retention (appointed until incorporated into election process in 2018).	2016	1	President	1/31/2016	
	3.3.2 Increase new AASP members by 10% in 2016 as compared to previous year and 15% between 2016-2018.	2018	2	Membership Division Head	12/31/2018	
	3.3.3 Retain 80% of AASP members annually (i.e. no more than 20% not renewing in the following year).	2018	3	Membership Division Head	12/31/2018	

Note: 3.2.2: Mark: Foundation Committee pretty adamant about keeping control of Seed Grants at present; serves different purpose.

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INITIATIVE 4: PROFESSIONAL STANDARDS/CERTIFICATION

Strategic Objective (To be realized by end of fiscal year 2018)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
4.1 Define a unifying core identity that states who we are and what do we do	4.1.1 Complete JTA steps 1-3 (1. Recruit Certification Development Committee; 2. Develop Job Task Analysis; 3. Validate Job Task Analysis) in order to identify core competencies for scholarship-based professional practice re: sport/performance psychology.	2016	1	Certification Development Committee	01/31/2016	
	4.1.2 Conduct market analysis and review existing relevant credentials to determine need/opportunity and identify core competencies for scholarship-based professional practice re: exercise psychology practice.	2017	2	Ad Hoc Committee on Exercise Psychology	01/31/2017	
4.2 Strengthen the certification program to enhance the credibility and value of the credential to the individual consultant, consumer and employer	4.2.1 Complete JTA steps 4-7 (4. Question Writing and Review Process; 5. Beta Test Examination; 6. Determine Examination Pass Point; 7. Roll-out Examination) in conjunction with portfolio review to assess core competencies in scholarship-based sport psychology.	2017	1	Certification Board	01/31/2017	
	4.2.2 Implement CC-AASP Certification requirement that only 20% of the total experiential hours requirement can be preparation hours.	2016	2	Certification Review Committee	06/30/2016	
	4.2.3 Implement Diversity/Cultural Competence as a certification criterion in conjunction with development of AASP Diversity Course.	2017	1	Diversity	12/31/2017	
	4.2.4 Reinstate practice of supervision of applied experiences (rather than "mentorship") as a certification requirement.	2016	3	Certification Review Committee	06/30/2016	
	4.2.5 Clearly define Residency requirements for Certification.	2016	4	Graduate Program Committee	06/30/2016	
	4.2.6 Review best practices and revise CE requirements (hours and content) for recertification by 2017 to better reflect true competencies for professional practice (e.g., hours, ethics, diversity/cultural competence/supervision).	2017	2	Continuing Education & Certification Review Committees	01/31/2017	
	4.2.7 Formal recognition of CC-AASP by Institute for Credentialing Excellence (ICE) as a National Commission of Certifying Agencies (NCCA) accredited certification program	2017	1	Certification Board	12/30/17	

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INITIATIVE 4: PROFESSIONAL STANDARDS/CERTIFICATION (CONTINUED)

Strategic Objective (To be realized by end of fiscal year 2018)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
4.3 Improve internal AASP policies relating to professional standards	4.3.1 Revise Ethics policies and procedures, including mechanisms for addressing AASP membership and certification status through a range of educational and sanctioning processes.	2016	1	Ethics Committee	01/31/2016	
	4.3.2 Establish internal, autonomous AASP Certification Board.	2017	2	EBoard	01/31/2017	
	4.3.3 Review best practices in helping profession to determine appropriate quantity and quality of supervised experiences for entry-level competency (total hours and supervised hours) for Certification.	2017	3	Graduate Program Committee	4/30/2017	
	4.3.4 Create a framework of competency-based standards for graduate training leading to AASP Certification and distribute to membership, graduate program chairs.	2017	4	Graduate Program Committee	06/30/2017	
	4.3.5 Develop Graduate Program Recognition – identify a minimum of 6 programs that would qualify for recognition	2017	5	Graduate Program Committee	09/30/2017	
	4.3.6 Complete research of globalized certification through streamlined access and recognition/reciprocity of certification.	2017	6	Certification Review Committee	12/31/2017	

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INITIATIVE 5: PUBLIC RELATIONS/OUTREACH

Strategic Objective (To be realized by end of fiscal year 2018)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
5.1 Gain a better understanding and usage of technology/social media platforms that would be most useful for AASP PR & outreach purposes	5.1.1 Deliver a feasibility/usage study of social media/technology platforms (e.g., Facebook, Twitter, LinkedIn, You Tube) across target consumer populations (e.g., parents, coaches, sport leaders)	2016	1	Web Presence Committee	12/31/2016	
	5.1.2 Increase the audience by 10% annually across AASP social media platforms to increase visibility and help build public usage	2018	1	Web Presence Committee	12/31/2018	
	5.1.3 Increase the audience by 10% annually on CC-AASP LinkedIn group	2018	2	Web Presence Committee	12/31/2018	
	5.1.4 Deliver a feasibility study on the value to AASP and cost of working with an online analytics company that would provide expertise in how to drive and deliver targeted website and social media outlet content delivery	2017	1	Web Presence Committee	12/31/2017	
5.2 Increase visibility of AASP as an organization to consumers and the public in the United States	5.2.1 Send quarterly emails encouraging active Certified Consultants to update their online profile in the Consultant Finder.	2018	2	Web Presence Committee	12/31/2018	
	5.2.2 Promote the use of the Speakers Bureau to external organizations a minimum of two times per year	2018	3	Web Presence Committee	12/31/2018	
	5.2.3 Create a coordinated marketing campaign elevating the value of CC-AASP targeted to key stakeholders utilizing athletes and coaches who are publicly known to utilize sport psychology for release at 2018 AASP Conference	2018	4	Public Relations Division Head	10/31/2018	

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INITIATIVE 5: PUBLIC RELATIONS/OUTREACH (CONTINUED)

Strategic Objective (To be realized by end of fiscal year 2018)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
5.3 Create strategic alliances with key national and prominent international organizations that help increase AASP's visibility globally	5.3.1 Develop a database of key organizations in the US to assist in the prioritization and development of organizational connections and for PR distribution purposes	2016	1	Community Outreach Committee	06/30/2016	
	5.3.2 Develop a database of key organizations internationally as a tool to open dialogue, develop relationships and as a means of increasing the visibility of AASP internationally	2016	2	International Relations Committee	09/30/2016	
	5.3.3 Facilitate at least one initiative with an international partner annually	2018	1	International Relations Committee	12/31/2018	
	5.3.4 Invite representatives from at least 2 consumer/partner organizations (e.g., MLB, ADs, NCAA) for attendance at each annual conference starting 2016	2018	1	Community Outreach Committee	12/31/2018	

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INITIATIVE 6: PUBLICATIONS/COMMUNICATIONS

Strategic Objective (To be realized by end of fiscal year 2018)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
6.1 Improve the quality of all AASP publications' and communications' operations and output.	6.1.1 When filling new Associate Editor and Editorial Board positions for all AASP journals, actively solicit a minimum of 3 organizations that would be able to assist in identifying qualified candidates who would contribute to the diversity of content expertise and regional representation of the journal editorial staff and document this process for nominee submission	2016	1	Publications Information Division Head	03/31/2016	
	6.1.2 In all journal Spring Committee reports, require evaluation of article composition (e.g., topics, populations, and research methods) [to be assessed on diversity and membership feedback/needs (e.g., membership survey, conference abstracts, etc.)]	2016	2	Publications Information Division Head	05/31/2016	
	6.1.3 Disseminate first CSSEP article by October 1, 2016	2016	3	CSSEP Editorial Board	10/1/2016	
	6.1.4 Annually publish invited author pieces in AASP's three journals that are representative of the interest areas as reported by the AASP membership (e.g., survey, conference abstracts, etc.)	2016	4	Publications Information Division Head	12/31/2016	
	6.1.5 Develop comprehensive guidelines for JASP, JSPA, and CSSEP reviewers regarding feedback content, quality, and tone.	2017	1	Publications Information Division Head	06/30/2017	
	6.1.6 Increase CSSEP institution subscription numbers to 50 by the start of the "second publication cycle"/1-year mark	2017	2	CSSEP Editorial Board	10/1/2017	
	6.1.7 Biennially publish special issues in JASP and JSPA that are representative of the interest areas as reported by the AASP membership (e.g., survey, conference abstracts, etc.)	2017	3	Publications Information Division Head	12/31/2017	
	6.1.8 Increase JASP impact factor from 1.062 to 1.5	2018	1	JASP Editorial Board	12/31/2018	
	6.1.9 Develop a subpage on the AASP publications page that orients the membership to AASP's three journals and what makes them distinct	2018	2	Publications Information Division Head	12/31/2018	

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INITIATIVE 6: PUBLICATIONS/COMMUNICATIONS (CONTINUED)

Strategic Objective (To be realized by end of fiscal year 2018)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
6.2 Enhance AASP's publications and communications delivery channels using new methods and/or technologies.	6.2.1 Disseminate monthly AASP Newsletter articles via e-blasted links to AASP website housed articles (based on the pre-existing article solicitation schedule 3x annually.	2016	1	Newsletter Committee	12/31/2016	
	6.2.2 Use quarterly social media posts to advertise calls for submissions to AASP's three journals	2017	1	Publications Information Division Head	03/31/2017	
	6.2.3 Publicize issue/article releases and provide limited open access (one month) to one article per issue (quarterly for CSSEP) via Twitter, Facebook, and/or e-blasts for AASP's three journals	2017	2	Publications Information Division Head	06/30/2017	

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INITIATIVE 7: RESEARCH & PRACTICE

Strategic Objective (To be realized by end of fiscal year 2018)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
7.1 Develop and support collaborative research opportunities in the field	7.1.1 Initiate a collaborative programming submission option, where at least two of the following are involved in the presentation: a practitioner, a researcher, an instructor, or a consumer group representative, with an incentive program.	2017	1	Conference Planning Committee	12/31/2017	
	7.1.2 Disseminate a list of sources of funding via the website to support performance-oriented scientific investigation (e.g., government [military, police, fire], business, sport, performing arts).	2017	2	Research Development Committee	12/31/2017	
7.2 Provide cutting-edge research to practice educational offerings for consultants	7.2.1 Offer a minimum of 4 yearly CE-eligible webinars featuring both research and applied perspective on important professional topics.	2018	1	Science to Practice Committee	12/31/2018	
	7.2.2 Host one virtual conference per year	2016	2	Research & Practice	12/31/2018	
7.3 Re-task Special Interest Groups (SIG) to develop content for professionals and consumers	7.3.1 Create and upload at least 3 SIG-created TED-type talks to AASP website ("TED" area of website could be opened to member submissions as well) annually. Develop review parameters for talks to be posted to site.	2018	1	Research & Practice Division Head	12/31/2018	
7.4 Explore rebranding AASP as performance psychology	7.4.1 Produce 1 review document exploring the pros and cons of AASP incorporating and/or rebranding as performance psychology.	2017	1	Science to Practice Committee	12/31/2017	

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INITIATIVE 8: FINANCE & ADMINISTRATION

Strategic Objective (To be realized by end of fiscal year 2018)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
8.1 Maintain a dynamic organizational structure that promotes opportunities for members to volunteer, contribute to the success of the organization and ascend into leadership positions.	8.1.1 Establish a Nominations/Leadership Development Committee; charge would be to work year round to identify members interested in leadership positions (Officers, Division Heads and Committee Chairs)	2016	2	Membership Division Head	7/1/16	
	8.1.2 Realign AASP's Organizational Chart and governing structure to reflect changes to the committee structure	2016	1	E-Board	5/1/16	
	8.1.3 Require Special Interest Groups (SIGs) to produce a minimum of one (1) resource per year (blog post, You Tube video, newsletter article) related to their area that can be shared as an educational resource to either members or external consumers.	2018	3	Research & Practice Division Head	12/31/18	
	8.1.4 Assess and update AASP Policies and Procedures Manual.	2016	3	President-Elect	12/31/16	
8.2 Increase partnerships with industry and donors	8.2.1 Enhance revenue stream via corporate sponsorship of AASP programs and conferences; identify 3 new partners to target each year	2018	1	Development Committee	12/31/18	
	8.2.2 Increase charitable donations to the AASP Foundation by a minimum of 10% yearly	2018	2	AASP Foundation	12/31/18	