

2019-2022 BALANCED SCORECARD

INITIATIVE 1: EDUCATION/PROFESSIONAL DEVELOPMENT

Strategic Objective (To be realized by end of fiscal year 2022)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	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 The Conference Planning Committee collaborates with the Continuing Education Committee and communicates with the Certification Council to provide pre-conference and invited conference sessions educational offerings for CMPC certification and recertification to members.	Conference Planning Committee & Continuing Education Committee	October 2022 (Completed annually)	
	1.1.2 Create a minimum of one (1) innovative session at the conference (e.g., presenting new applied ideas that do not yet have substantial research support) and encourage ideas from other disciplines	Conference Planning Committee	April 2019	
	1.1.3 Establish a minimum of one (1) re-occurring "Research to Practice" invited session at the Annual Conference	Conference Planning Committee	April 2019	
	1.1.4 Create daily networking opportunities during the Annual Conference (e.g., speed networking; coffee meet and greet)	Conference Planning Committee	April 2019	
	1.1.5 Continue to re-examine the conference formats for additional options and/or strategic abandonment (e.g. case study, roundtable discussions, in person "exhibits" of work in action; "how to" sessions) and present to the EBoard for review	Conference Planning Committee	September 2019	
	1.1.6 Secure an exchange lecture program with one other major organization in research and practice (e.g., NATA, NSCA, Division 47) for each AASP conference beginning with AASP 2020	Conference Planning Committee	January 2020	
	1.1.7 Advise and assist keynote presenters to infuse relevant topics on Diversity, Inclusion, and/or Social Justice in their keynote address	Conference Planning Committee	April 2019	
	1.1.8 Collaborate with the Diversity Committee and Diversity & Inclusion Council to designate at least one keynote speaker to a topic related to Diversity & Inclusion.	Conference Planning Committee	April 2019	
	1.1.9 Offer at least one (1) conference workshop, specifically addressing 'job preparation' for students	Student Development Committee	October 2022 (Completed annually)	
	1.1.10: Provide one session at the annual AASP conference that will be developed and facilitated by the Advocacy Committee in collaboration with various AASP stakeholders on a topic related to advocacy. CEs are not required.	Advocacy Committee	October 2022 (Completed annually)	
1.2 Explore developing a student mentorship program through AASP	1.2.1 Execute a feasibility study to research the possibility of establishing a formal comprehensive mentorship program within AASP (partnering with APA Division 47)	Student Development Committee	December 2020	

INITIATIVE 2: JOB CREATION/DEVELOPMENT

Strategic Objective (To be realized by end of fiscal year 2022)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
2.1 Target marketing to promote employment opportunities for CMPC professionals	2.1.1 Review and update a list of identifiable stakeholders/organizations annually to educate on CMPC	President	January 2021 (Completed annually)	
	2.1.2 CMPC Marketing Task Force members contact a minimum of five (5) identified groups/organization to generate collaborative opportunities	President	December 2019	

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2.2 Create strategic relationships with potential employers to promote employment opportunities for CMPC professionals	2.2.1 Establish relationships with 3 separate stakeholder groups and educate them on the decision tree for hiring professionals	President	January 2019	
	2.2.2 Develop report and provide to E-board based on feedback from meetings with stakeholders	President	June 2019	
	2.2.3 Establish relationships with 3 additional separate stakeholder groups and educate them on the decision tree for hiring professionals	President	January 2020	

INITIATIVE 3: MEMBER RETENTION & RECRUITMENT

Strategic Objective <small>(To be realized by end of fiscal year 2022)</small>	S.M.A.R.T. Goal <small>(To be realized by end of fiscal year identified)</small>	Owner	Target <small>(no later than)</small>	Milestone/Progress <small>(reviewed minimum 4x annually)</small>
3.1 Enhance the value of an AASP membership to individual members	3.1.1 Develop and implement AASP logo merchandise program	Membership	October 2019	
	3.1.2 Utilize student delegates to research and report job listings of current job offerings from listservs and organizations to AASP Career Center	Student Representatives	June 2022 (Completed annually)	
	3.1.3 Locate discounts for AASP members and communicate to membership (develop affinity relationships with major brands)	Membership	April 2020	
	3.1.4 Create and disseminate survey to membership to understand compensation among members	Membership	January 2020	
3.2 Develop overarching initiatives to recruit and retain AASP members	3.2.1 Secure a minimum net membership increase annually of 5%	Membership	December 2022 (Completed annually)	
	3.2.2 Create and implement exit survey process for membership leaving the association	Membership	December 2019	
3.3 Recruit and retain members from historically underrepresented groups	3.3.1 Determine top three needs/interests/gaps in AASP's current ability to serve underrepresented groups and report to eBoard	Diversity	October 2019	
	3.3.2 Create and implement an action plan to recruit international graduate students into AASP membership	International Relations Committee	April 2020	
	3.2.3 Create one annual social networking event focused on under-represented groups at Annual Conference	Diversity	October 2019	
3.4 Understand and promote current member benefits for AASP members	3.4.1 Advertise and promote on a quarterly basis within the newsletter, website, and social media platforms various membership benefits (as new benefits added)	Newsletter	March 2020	
	3.4.2 Revise membership renewal form to include a question about current member benefit utilization and suggestions for additional benefits	Membership	January 2019	
3.5 Maintain a dynamic	3.5.1 NLD committee head to meet with committee	Nominations & Leadership	October 2022	

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organizational structure that promotes opportunities for members to access leadership positions and develop relevant skills	coordinators/heads at the annual conference in order to recruit for E-Board and leadership positions	Development	(Completed annually)	
	3.5.2 Identify and implement a tech solution for improved communication between NLD, committee chairs and E-Board members to identify potential openings and qualified members for the future	Nominations & Leadership Development	January 2020	
	3.5.3 Develop webpage on AASP site listing available committee opportunities; Special Interest Groups coordinator; and upcoming executive board member positions	Nominations & Leadership Development	March 2020	

INITIATIVE 4: PROFESSIONAL STANDARDS/CERTIFICATION

Strategic Objective <small>(To be realized by end of fiscal year 2022)</small>	S.M.A.R.T. Goal <small>(To be realized by end of fiscal year identified)</small>	Owner	Target <small>(no later than)</small>	Milestone/Progress <small>(reviewed minimum 4x annually)</small>
4.1 Continue enhancing the credibility and value of the CMPC credential to the individual consultant, consumer and employer	4.1.1 Conduct a yearly evaluation and formulate a status report of the organization's individual consultant certification given to the eBoard each October	Professional Standards Division Head	October (Annually)	
	4.1.2 Achieve formal recognition of CMPC by Institute for Credentialing Excellence (ICE) as a National Commission of Certifying Agencies (NCCA) accredited certification program	Certification Council	January 2020	
4.2 Improve opportunities for training and educational development of students and professional members seeking certification	4.2.1 Offer four webinars per calendar year and one Virtual Conference per calendar year	Continuing Education Committee	December 2022 (Completed annually)	
	4.2.2 Publish CMPC Essential Resources	Publications and Information Division Head	October 2019	
	4.2.3 Determine opportunities and challenges of formal program recognition by surveying key psychology and kinesiology department chairs/sport psychology faculty (e.g., Graduate Program Fair, Directory of Graduate Programs)	Graduate Program Committee	December 2019	
	4.2.4 Solicit applications for voluntary program recognition and identify 6-10 programs that meet the stated education, training, and supervision standards and guidelines as depicted in the AASP Program Recognition Guidelines	Graduate Program Committee	December 2019	
	4.2.5: Offer a minimum of one CE webinar per calendar year focusing on advocacy strategies, skills and awareness.	Advocacy Committee	December 2022	
4.3 Develop and initiate standards for graduate program recognition	4.3.1 Task the Graduate Program Committee (GPC) to develop a "how-to" guidebook to assist graduate programs who are interested in self-nominating for Program Recognition	Graduate Program Committee	March 2019	
	4.3.2 Identify and select a pilot group of no more than six (6) invited graduate programs to complete inaugural program self-study	Graduate Program Committee	February 2019	
	4.3.3 Self-studies from above invited graduate programs to be completed and submitted to review committee (TBD; see below)	TBD Program Recognition Committee (PRC)	September 2019	

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	4.3.4 Develop a review committee of at least six members, with members who have interest and training in external program review and supervision/mentorship, in conjunction with the GPC	Graduate Program Committee	February 2019	
	4.3.5 Initial review of self-studies between GPC and TBD internal committee	PRC/GPC	December 2019	
	4.3.6 Complete internal review of program recognition process by TBD committee and GPC with report and needed changes to handbook by E-Board	PRC	April 2020	
	4.3.7 Develop practical benefits of program recognition (e.g., designation in Directory, recognition at AASP conference, "fast track" to CMPC exam, etc.), costs for review committee and participating programs, and market appropriately to graduate programs	PRC/GPC	May 2020	
	4.3.8 Launch program recognition to all interested graduate programs	PRC/GPC	June 2020	

INITIATIVE 5: PUBLIC RELATIONS/OUTREACH

Strategic Objective (To be realized by end of fiscal year 2022)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
5.1 Increase visibility and credibility of AASP as an organization to consumers and the public	5.1.1 Establish AASP "subject matter experts" inclusion criteria	PR & Outreach	February 2019	
	5.1.2 Update the CMPC finder on the AASP website to include consumer friendly criteria, relevant search options (e.g., zip code, in-person and online availability, and other useful criteria) and reduce the country list to only represented countries	Web Presence Committee	January 2019	
	5.1.3 Develop and distribute AASP subject matter experts preparation materials (e.g. webinar) - how to, best practices of representation of a brand/core message	PR & Outreach	March 2019	
	5.1.4 Develop 'representation expectations' and clarification of responsibilities document (contract?) for use with individuals who agree to represent AASP with the media	PR & Outreach	March 2019	
	5.1.5 Create AASP core messaging brief (What are the core messages, common language when speaking as an AASP representative) (e.g. "In our shared experience...") and review annually	PR & Outreach	March 2019	
	5.1.6 Review and revise distribution channel for timely promotion of journals availability, upcoming journal release dates and related articles (e.g. JASP, JSPA, CSSEP reps)	Public Information	June 2019	
	5.1.7 Review and improve search engine optimization on the AASP website	Web Presence Committee	July 2019 & 2021	
	5.1.8 Conduct a review and construct a current communication flow chart of AASP social media content for PR & Outreach efforts	PR & Outreach	October 2019	
	5.1.9 Review the full AASP website (broken into quarterly assignments to do sections)	WP Committee	December 2019 & 2021	

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	5.1.10 Develop AASP stance/position on essential industry related issues (White Papers)	Science to Practice Committee	June 2020	
	5.1.11: Provide at least one AASP Blog contribution per year.	Advocacy Committee	December 2021 (Completed annually)	
	5.1.12: Provide at least one AASP Newsletter article per year.	Advocacy Committee	December 2021 (Completed annually)	
5.2 Build on existing initiatives and networks to establish permanent international visibility of AASP	5.2.1 Review and revise the IRC committee description	IRC	June 2019	
	5.2.2 Communicate opportunities for international student engagement a minimum of twice annually	IRC	December 2019	
5.3 Increase visibility of AASP's PR and Outreach efforts to AASP membership to assist in support of AASP's leadership efforts and support membership benefits	5.3.1 Update blog format on the AASP website to be more consumer friendly (pictures, better interface to access posts) and usable in social media efforts	Web Presence Committee	March 2019	
	5.3.2 Develop a form on AASP website to collect information about members in the news	Web Presence Committee	October 2019	
	5.3.3 Publish two blogs quarterly	Web Presence Committee	December 2019 (ongoing)	
	5.3.4 Convert articles on the AASP website into useable blog posts	Web Presence Committee	December 2020	
5.4 Improve usage of technology and social medial platforms to heighten AASP PR and Outreach efforts	5.4.1 Conduct an association-wide social media audit to determine effectiveness and make recommendations to E-Board regarding next steps	PR & Outreach	December 2019	

INITIATIVE 6: PUBLICATIONS/COMMUNICATIONS

Strategic Objective (To be realized by end of fiscal year 2022)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	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 For all AASP journals, replace a minimum of 25% of Editorial Board Members after their 3-year term to promote and sustain journal diversity through composition of editorial board (gender, geographical location, length of service) and articles published (topic, population, study design)	JASP, JSPA, CSSEP	December 2022	
	6.1.2 Annually publish a special issue in JASP, JSPA, and CSSEP that is representative of the interest areas as reported by the AASP membership (e.g., survey, conference abstracts, etc.)	JASP, JSPA, CSSEP	June 2022	
	6.1.3 Annually publish at least two invited author pieces in JASP, JSPA, and CSSEP that is representative of the interest areas as reported by the	JASP, JSPA, CSSEP	December 2022	

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	AASP membership (e.g., survey, conference abstracts, etc.)			
	6.1.4 Develop a webinar to successfully publish in JASP, JSPA, and CSSEP journals that will count for continuing education credits	JASP, JSPA, CSSEP	January 2020	
	6.1.5 Develop a webinar to successfully review manuscripts for JASP, JSPA, and CSSEP journals that will count for continuing education credits	JASP, JSPA, CSSEP	January 2021	
	6.1.6 Increase the impact factor of JASP and JSPA by 0.3 to 0.5 points	JASP, JSPA	December 2022	
	6.1.7 Increase manuscript submission to CSSEP by 10% annually	CSSEP	December 2022	
	6.1.8 Reach out to four SIGs annually to solicit and publish newsletter content	Newsletter	December 2022	

INITIATIVE 7: RESEARCH & PRACTICE

Strategic Objective (To be realized by end of fiscal year 2022)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	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 Develop and launch an AASP grant specifically for collaborative research projects across different disciplines and/or universities for the 2020 grant cycle	Research Development Committee	October 2019	
	7.1.2 Launch a webinar series on a "Range of Things" for members (e.g. on how to seek and obtain research funding, etc.) to be on demand in the members only section of the website (member benefit – complimentary)	Science to Practice Committee	December 2019	
7.2 Provide cutting-edge research to practice educational offerings for AASP members and/or CMPCs	7.2.1 Offer a live role-play with a selected AASP CMPC practitioner using a scientifically grounded intervention at each AASP conference starting with the 2019 conference. To be called the Giges Lecture.	Conference Planning Committee	December 2022	
	7.2.2 Create a Science to Practice podcast	Science to Practice Committee	March 2020	
	7.2.3 Develop and offer a stand-alone course on private practice/consulting business development offered in a similar format as the Ethics and Diversity courses, to be taught by self-nominated instructors who are selected by the CEC	Continuing Education Committee	October 2021	

INITIATIVE 8: FINANCE & ADMINISTRATION

Strategic Objective (To be realized by end of fiscal year 2022)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	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,	8.1.1 Reevaluate percentage of operating expenses held in reserve to help prioritize action items from strategic plan(s)	Finance Committee	January 2019	
	8.1.2 Explore development/feasibility of AASP publishing (print/digital) entity	Publications/Communications Committee	December 2019	
	8.1.3 Develop a campaign that encourages legacy gifts to	AASP Foundation	December	

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contribute to the success of the organization and ascend into leadership positions	the AASPF		2019	
	8.1.4 Develop a process for reporting annually to the membership on how AASPF funds have been allocated	AASP Foundation	December 2019	
	8.1.5 Create a mechanism to procure sustaining contributions from members over multiple years (i.e., automatic payments each month/year)	AASP Foundation	December 2020	
	8.1.6 Create an AASPF incubator (Dream Factory) to facilitate development and support of creative and/or innovative ideas	AASP Foundation	December 2020	

INITIATIVE 9: BRAND IDENTITY

Strategic Objective (To be realized by end of fiscal year 2022)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
9.1 Define a unifying brand and core identity that states who AASP is and what we do	9.1.1 Hire a marketing firm	Office of the President	June 2019	
	9.1.2 Host a collaborative summit with the goal of creating a clear internal identity for AASP members	Office of the President	October 2019	
	9.1.3 Host a collaborative summit with the goal of creating a clear external identity that leads to AASP being the go to organization for potential stakeholders	Office of the President	January 2020	
	9.1.4 Create brand development strategies and materials	Office of the President	August 2020	
9.2 Promote and market the certification credential to potential consumers and key decision-makers to increase the demand for qualified professionals to provide mental performance services	9.2.1 Create a hybrid task force consisting of the CMPC Marketing Task Force and marketing experts to strategically direct and target marketing efforts related to the certification credential	Office of the President	December 2019	
	9.2.2 Identify and implement a specific marketing plan that promotes the certification credential to consumers and key decision-makers that is coordinated with NCCA accreditation	CMPC Marketing Task Force	January 2020	

INITIATIVE 10: DIVERSITY & INCLUSION

Strategic Objective (To be realized by end of fiscal year 2022)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Owner	Target (no later than)	Milestone/Progress (reviewed minimum 4x annually)
10.1 Create strategic relationships with external partners whose work focuses on diversity, inclusion, and social justice	10.1.1 Establish the Diversity and Inclusion Council.	D&I Division Head	April 2019	
	10.2.1 Working with the D&I Council, AASP stakeholders, and members, develop a comprehensive diversity and inclusion strategy.	Diversity Committee	September 2019	
10.2 Develop a diversity and inclusion strategy	10.2.2 Expand the demographics survey to include a workforce survey to better capture the educational, post graduate, and career experiences of the membership.	Diversity Committee & Membership Committee	February 2020	
	10.2.3 With the Web Presence Committee perform a systematic review of AASP's website for othering language and	Diversity Committee	August 2020	

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	revise with inclusive language.			
	10.2.4: Create and implement an affinity group training/program for AASP membership.	Advocacy Committee	January 2021	
	10.2.5: Draft an anti-oppressive practice consensus statement	Advocacy Committee	December 2021	
10.3 Create additional AASP awards focused on excellence in diversity, inclusion, or social justice	10.3.1 Establish a "Spirit" diversity and inclusion award for one graduate student / early professional who has exhibited excellence in applied SEP leadership	Diversity Committee	March 2019	
	10.3.2 Establish an Innovator award for a mid-career or seasoned professional who has exhibited excellence in applied SEP leadership.	Diversity Committee	March 2020	
10.4. Develop strategic professional development strategies for diverse student and professional members	10.4.1 Working with the D&I Council, IRC, and CPC create a professional development event for diverse and indigenous women of color in AASP.	Diversity Committee	October 2019	
	10.4.2 Working with the D&I Council, Student Representatives and CPC, create a professional development event for students of color.	Diversity Committee	April 2019	
	10.4.3 Working with the D&I Council, IRC, and CPC, create a professional development event for mid-career women in AASP.	Diversity Committee	October 2020	
	10.4.4 Establish a mentorship program for students of color.	Diversity Committee	January 2020	
	10.4.5 Establish a mentorship program for LGBTQIQ identifying women in SEP.	Diversity Committee	January 2020	

INITIATIVE 11: ADVOCACY

Strategic Objective <small>(To be realized by end of fiscal year 2022)</small>	S.M.A.R.T. Goal <small>(To be realized by end of fiscal year identified)</small>	Owner	Target <small>(no later than)</small>	Milestone/Progress <small>(reviewed minimum 4x annually)</small>
10.4 Craft and implement an AASP reconciliation plan to address organizational wrongs to historically marginalized groups, whereby AASP publicly acknowledges its role over the years in creating a non-inclusive and discriminatory professional organization, and takes actionable steps to rectify these wrongdoings moving forward.	10.4.1: Establish a 12 - 15 member ad hoc committee charged with administering AASP's Reconciliation Plan (RP).	Advocacy Committee	August 2021	
	10.4.2: Develop a reconciliation plan that will be implemented by the RP Committee to include focus group discussion, virtual meetings, and the process of truth telling.	RP Committee	January 2022	
	10.4.3: Submit report from first phase of RP to Executive Board for review.	RP Committee	August 2022	
	10.4.4: Implement preliminary action steps developed from the first phase of the RP	RP Committee	December 2022	