



Northwestern
Psychoanalytic
Society & Institute

Three Year Strategic Plan
Fiscal Year 2021-22 through 2023-24*

NPSI Board of Directors

Northwestern Psychoanalytic Society and Institute (NPSI)

Three Year Strategic Plan

Fiscal Years 2021-22 through 2023-24*

(*August 1, 2021 through July 31, 2024)

Our Mission

- provide the highest quality psychoanalytic education and training for individuals seeking to become psychoanalysts and psychoanalytically informed psychotherapists
- support the ongoing professional growth and development of our psychoanalyst, candidate, and community members
- contribute to the current regional, national, and international psychoanalytic understanding of mental life
- contribute to the emotional health, creativity, and well-being of those treated through the practice of psychoanalysis

Our Vision

(under development)

Strategic Priorities

In support of our Mission and Vision, the Board of Directors has identified four strategic priorities for the next three fiscal years (FY 2021-22, FY 2022-23, and FY 2023-24), with additional goals as outlined below:

Priority I - Strengthen the Organizational Foundation

1. Enhance Organizational Planning and Communication
2. Increase Training Capacity and Effectiveness
3. Diversify Leadership and Enhance Leadership Development
4. Strengthen Fiscal Policies and Fundraising Strategies
5. Improve Operational Efficiency and Accountability

Priority II - Diversify and Expand Membership

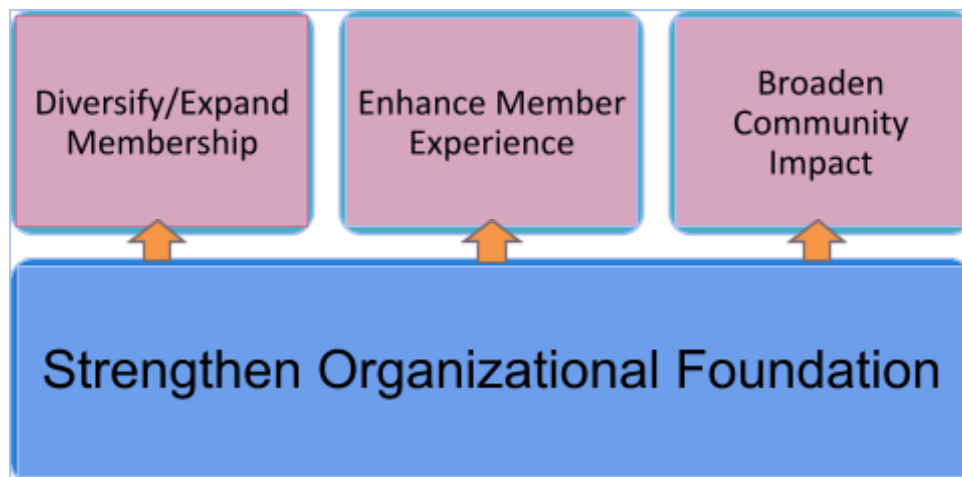
1. Increase diversity and inclusion at all levels of the organization
2. Increase membership in all constituent groups:
 - full members
 - analysts-in-training
 - community members

Priority III - Enhance Member Experience

1. Create a greater sense of community among all constituents of NPSI
2. Enrich and support the experience of all constituents
3. Recognize individual achievements and contributions to the NPSI community

Priority IV - Broaden Community Impact

1. Maintain and Enhance working relationships with local, regional, and international psychoanalytic/psychotherapeutic organizations and academic institutions
2. Increase exposure of other health professionals to psychoanalytic concepts
3. Share our unique lens and understanding of human behavior with the broader (non-healthcare) community.



Operational Plan (Strategic Goals and Objectives)

The operational plan outlines the tactics NPSI will pursue to achieve our strategic plan over the next three fiscal years (FY 2021-22, FY 2022-23, and FY 2023-24).

	<u>Deadline</u>	<u>Responsi- bility</u>
<u>PRIORITY I: STRENGTHEN ORGANIZATIONAL FOUNDATION</u>		
Goal #1: Enhance Organizational Planning and Communication		
Objective 1: Hold two Board retreats (September and March) to review and approve annual goals and objectives, tied to budget goals, for the upcoming fiscal year	Mar 2022	Board
Objective 2: Develop (and maintain) calendars of NPSI activities that all members can easily access on the organization’s website	Mar 2022	Admin
Objective 3: Remodel the NPSI website (based on Communications Audit recommendations)	Dec 2021	Admin
Objective 4: Enhance Selected Facts newsletters to reflect needs and interests of all members	Jul 2022	Managing Editor
Goal #2: Increase Training Capacity and Effectiveness		
Objective 1: Develop and implement a course in HIPAA compliant telemedicine (for teaching and for clinical practice) for all members	Sep 2021	Education
Objective 2: Develop and approve guidelines/criteria for Supervising Analysts	Mar 2022	Education
Objective 3: Recruit a minimum of two additional Training and/or Supervising Analysts	Aug 2022	Education
Objective 4: Develop a pathway for cultivating new Training and Supervising Analysts	Aug 2022	Education
Objective 5: Develop and implement telemedicine training per IPA (International Psychoanalytic Association) guidelines	Aug 2022	Education
	<u>Deadline</u>	<u>Responsi-</u>

PRIORITY I: STRENGTHEN the ORGANIZATIONAL FOUNDATION
(continued)

Goal #2 Increase Training Capacity and Effectiveness (continued)

Objective 6: Implement training recommendations from ACPE (Accreditation Council for Psychoanalytic Education) audit Aug 2022 Education

- Ethics course
- Research methodology course
- Class on Termination
- Inclusion of child and adolescent psychoanalysis training
- Inform candidates of pathway to post-graduation board certification, and attaining Training Analyst status.

Goal #3: Diversify Leadership and Enhance Leadership Development

Objective 1: Change bylaws to allow for increased candidate representation on the: Oct 2021 Education

- Board of Directors
- Liaison Committee
- EBOR Committee
- Continuing Education Committee
- Curriculum Committee
- Progression Committee

Objective 2: Expand full member and candidate participation on the following Education sub-committees: Jan 2022 Education

- Admissions
- Curriculum
- Progression
- Psychoanalytic Psychotherapy Program

Objective 3: Recruit individuals to fill the following key roles (and provide them ongoing support and training): Oct 2021 Board

- President - Elect
- Director of Training – Elect

Deadline **Responsi-**
bility

PRIORITY I: STRENGTHEN the ORGANIZATIONAL FOUNDATION
(continued)

Goal #3: Diversify Leadership and Enhance Leadership Development
(continued)

Objective 4: Expand Board of Directors to include: Aug 2022 Board

- Two additional full members
- Two additional community members

Objective 5: Expand Advisory Council to address gaps in Board expertise and diversity Aug 2022 Board

Goal #4: Strengthen Fiscal Policies and Fundraising Strategies

Objective 1: Align NPSI’s fiscal and academic years (August 1-July 31) Aug 2021 Board

Objective 2: Revise/update budgeting policy Oct 2021 Finance

Objective 3: Review and update NPSI’s investment policies and portfolio Dec 2021 Finance

Objective 4: Review and update policy for managing the scholarship fund Aug 2022 Finance/
Education

Objective 5: Develop a fundraising strategy, including annual fundraising targets, for each fiscal year Aug 2022 ExCom

Objective 6: Develop and implement an annual financial audit Aug 2022 Finance

Goal #5: Improve Operational Efficiency and Accountability

Objective 1: Re-evaluate the scope of the administrator position to ensure operational needs are met Mar 2022 ExCom

Objective 2: Implement a standing Ethics Committee that is independent of NPSI’s training and administrative functions Mar 2022 Board

Deadline **Responsi-**
bility

PRIORITY I: STRENGTHEN the ORGANIZATIONAL FOUNDATION

(continued)

Goal #5: Improve Operational Efficiency and Accountability

(continued)

Objective 3: Clearly state the process of lodging a complaint regarding ethics and/or a HIPAA violation against a member, including who to contact, on the NPSI website. **Aug 2022 Board**

Objective 4: Develop an organizational vision statement to guide future planning and priorities

Aug 2022 Board

Deadline **Responsi-**
bility

PRIORITY II: DIVERSIFY AND EXPAND MEMBERSHIP

Goal #1: Increase diversity and inclusion at all levels of the organization

Objective 1: Establish a committee to address Diversity, Equity, and Inclusion Jul 2022 Board

Objective 2: Add a specific section to the newsletter to address issues of equity, diversity and inclusion. Aug 2021 Editor

Objective 3: Create a statement that reflects NPSI's commitment to equity, diversity and inclusion that can be communicated to the public, via our website and other communications; include acknowledgement of indigenous land use. Sep 2021 Board

Objective 4: Revise curriculum to address race and diversity in psychoanalysis as a core part of psychotherapy and psychoanalytic training Sep 2022 Education

Objective 5: Establish a scholarship program to assist qualified colleagues of color to enroll in psychoanalytic psychotherapy or psychoanalytic training Jul 2023 Diversity

Objective 6: Bolster our referral service to include better outreach to communities of color, those with low income, and other groups whom we could better partner with. Jul 2023 Diversity

Goal #2: Increase membership in all constituent groups

Objective 1: Increase number of full members (analysts) by 5 Jul 2024 Board

Objective 2: Admit 5 or more new candidates (analysts-in-training) for academic year 2021-22 Aug 2021 Admissions

Objective 3: Increase membership of community members by 15 Jul 2024 Board

Deadline **Responsi-**
bility

PRIORITY III: ENHANCE MEMBER EXPERIENCE

Goal #1: Create a greater sense of community among all constituents of NPSI

Objective 1: Conduct an annual Membership Satisfaction Survey to assess how we are doing, and publish the results on the NPSI Community listserv for all constituents to see **Sep 2021** **ExCom**

Objective 2: Host the Annual Membership Meeting in the Fall for voting purposes (and change bylaws to reflect this) **Sep 2021** **Board**

Objective 3: Host two Town Hall meetings each year, one in the Fall (Oct or Nov) and one in the Spring (March or April). **Nov 2021** **Board**

Objective 4: Host an annual end-of-academic-year event in June to acknowledge educational and professional accomplishments. **Jun 2022** **Education**

Goal #2: Enrich and support the experience of all constituents

Objective 1: Host a minimum of 8 Scientific Meetings each academic year (one per month, excluding December) **Jul 2022** **Continuing Education**

Objective 2: Host at least one collaborative event with other local psychotherapeutic organizations during the academic year **Jul 2022** **Continuing Education**

Objective 3: Host one EBOR conference in the next 3 years **Oct 2022** **EBOR**

Objective 4: Host at least one study group per year **Jul 2022** **Board**

Objective 5: Expand virtual training capabilities **Jul 2022** **Board**

Goal #3: Recognize individual achievements and contributions to the NPSI community

Objective #1: Acknowledge individual accomplishments at the fall Membership meeting and in fall/winter issue of Selected Facts newsletter **Nov 2022** **President**

Deadline **Responsi-**
bility

PRIORITY IV: BROADEN COMMUNITY IMPACT

Goal #1: Enhance working relationships with local psychoanalytic/psychotherapeutic organizations and academic institutions

Objective 1: Identify organizations we wish to partner with, and to what end

July 2022 Board

Goal #2: Increase exposure of other healthcare professionals to psychoanalytic theory and practice

Objective 1: Identify specific psychoanalytic concepts relevant to the activities of other health professionals (e.g., transference/countertransference, reverie, etc.)

July 2023 Board

Objective 2: Identify health professional, academic faculty, and student groups that could benefit from exposure to psychoanalytic theory and practice (e.g. UW Psychiatry Residency Program, Puget Sound Veterans Administration, etc.)

July 2023 Board

Objective 3: Extend first time pro bono invitations to Scientific Meetings and other continuing educational events to increase exposure to psychoanalytic concepts

July 2023 Board

Goal #3: Share our unique psychoanalytic understanding of human behavior with the general public

Objective 1: Identify psychoanalytic concepts relevant to developing a deeper understanding of the emotional concerns of daily life (e.g., projection, empathy, identification with aggressor, etc.)

July 2024 Board

Objective 2: Implement one initiative per year for sharing psychoanalytic concepts with the general public (e.g. offer a pro bono training for foster care parents on the relationship between projection and enactment)

July 2024 Board