

NPSI Strategic Plan 2016-2019

Prepared by the NPSI Board of Directors

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Introduction

The purpose of a strategic plan is to set the direction for the organization based on our mission statement with goals and objectives identifying a range of strategies so that the organization may achieve its goals.

Operational planning specifies the tactics used to implement the strategic plan on a yearly basis. The 2016-17 Operational Plan is included at the end of this report (Appendix A).

Mission Statement

Northwestern Psychoanalytic Society and Institute is a non-profit corporation dedicated to educational and scientific activities based in Seattle, Washington. The primary mission of the organization is to provide the highest quality psychoanalytic education and training for individuals seeking to become psychoanalysts and psychoanalytically informed psychotherapists. The organization also supports the ongoing professional growth and development of our psychoanalyst, candidate, and community members. In so doing, the organization aims to contribute to the current regional, national, and international psychoanalytic understanding of mental life and to the emotional health, creativity, and well-being of those treated through the practice of psychoanalysis.

Background

The main sources of revenue for the organization come from dues (full members and community members); tuition derived from our psychoanalytic and psychotherapy training programs; fees for continuing educational events (study groups, scientific meetings, workshops and our biennial International Evolving British Object Relations Conference); and tax-deductible charitable donations. All directors on the NPSI Board of Directors contribute annually. Additional support comes from the expertise of individuals serving on the NPSI Advisory Council whose purpose it is to provide non-binding informed guidance to the Board of Directors for the purpose of enhancing the organization's development and governance.

The main expenses for the Society and Board of Directors are the Administrator's salary (15-20 hours/weekly), office rent, business property insurance and Directors and Officers professional liability insurance, website management (Totera Web Systems), marketing software (Constant Contact), PEP WEB subscription, faculty honoraria (study groups, EBOR, and other continuing education events), and airfare for directors (2) on the liaison committee to attend annual face-to-face NAPsaC and CIPS board meetings in New York City.

The main expenses for the Institute are administrative support (proportional to time spent on Institute tasks), marketing (e.g. Open House and related events to promote psychoanalytic training), and faculty honoraria (*The Fundamentals of Psychoanalysis*).

2016-2019 Strategic Goals and Objectives

The Board of Directors has identified three primary goals to support the growth of the Institute and the professional development of our psychoanalyst, candidate, and community members. The bullet points under each goal represent specific objectives for each goal. These goals and objectives are further detailed in the operational plan for each fiscal year (see Appendix A).

1. Growth

- Increase Society membership in all three categories: full members (analysts), candidates (analysts-in-training), and community members.
- Expand the Board of Directors to include a maximum of twelve (12) directors, four of whom are community members with expertise, for example, in business strategy, organizational development, marketing, and social media.
- Increase the number of candidate, full members, and training and supervising analysts serving on subcommittees of the Education Committee (Admissions, Candidates, Curriculum, Progression, Psychoanalytic Psychotherapy Program, Training Analysts).
- Expand the Administrator job description to encompass operational oversight (managing editor) of the organization newsletter and other duties commiserate with the abilities of the individual serving in this position and as approved by the Board of Directors.
- Increase tax-deductible donations by 10-15% per year.

2. Outreach

- Continue sponsoring semi-annual membership assemblies for full members to discuss issues of concern (policy development, Board/Institute/Society policies and procedures, professional ethics) and vote to approve or disapprove proposed Bylaws changes.
- Sponsor opportunities for members (full member holiday party, end-of-academic-year faculty party) to socialize outside of work related activities such as teaching, serving on committees or on the Board of Directors.

- Continue recognition of individual member contributions to the organization through the annual Outstanding Community Member Service award and develop awards for full members and candidates (e.g. teaching, psychoanalytic writing).
- Develop relationships with academic institutions to facilitate exposure of psychoanalytic concepts and the value of psychoanalytic training to psychiatric residents and graduate students in mental health graduate programs.

3. Leadership Succession

- Continue an annual strategic planning retreat for the Board of Directors to review the past fiscal year's organizational plan and assess against existing 3-year strategies. Develop a new operational plan tied to budget goals for the new fiscal year.
- Identify and support qualified individuals to develop the leadership skills necessary for serving in key positions in the organization including President-Elect, Secretary-Treasurer, Director of Training, and Dean of Students.
- Provide increased opportunities for candidates to serve on the Board of Directors and committees of the Society (Continuing Education, EBOR) and of the Institute (Admissions, Curriculum, Progression).
- Conduct an annual Membership Survey to assess members' perceptions of the organizations strengths and weaknesses and publish a narrative summary of the results on both Community and Full Member listserv.

Appendix A

2016-17 NPSI Operational Plan

This plan specifies the tactics used to implement the strategic plan on a yearly basis. When finalized this plan will be distributed to the NPSI Advisory Council and membership (full members, candidates, community members).

I. Growth

A. Board Development - “Project Ivy”

The Board of Directors seeks to expand participation by members and draw upon expertise from the business community to ensure succession and fulfill the organization’s mission. Toward that aim, two Bylaws amendments will be drafted and reviewed by the Board 1) Changing the number of directors from the current number of four (4) to “no less than four (4) and up to a maximum of twelve (12) directors”; and 2) Changing the term for Directors from 3 years to 2 years.

The composition of the Board, when fully subscribed would be 3 officers (President, President-Elect or Past President, Secretary-Treasurer and Director of Training), 4 full members and 4 community members. When approved by the Board, the Secretary (Maxine Nelson) will email a ballot with the proposed amendments to the NPSI Full Member listserv for a vote. If approved by a majority of the full members (12) the amendments will replace the former language and an updated version of the Bylaws will be posted on the NPSI website and emailed to both the NPSI Full Members and NPSI Community listserv.

A recruitment strategy will be developed and implemented with the goal of securing a President-Elect and adding at least 1 Community Member Director with needed expertise (e.g. marketing, fundraising) as determined by the Board and 1 Full Member Director. The Board, at its discretion, may alternatively add a President-Elect and either 2 Community Member Directors or 2 Full Member Directors. In either case, a total of only one President-Elect and 2 Directors will be added.

Director responsible for initiative: David Jachim, Director
Timeline: fiscal 2016-17 (July 1 to June 30)

B. Board Policies and Procedures Manual

A Board Policies and Procedures Manual will be completed and used as part of an orientation process for new directors.

Director responsible for initiative: Caron Harrang, President

Timeline: October 31, 2017

C. Promotion of Psychoanalytic Training and Candidate Recruitment

A series of Open House events and related activities will be developed by the Education Committee with the goal of starting a new candidate class in September 2017.

Scholarship policy including how to replenish funds will be developed and made available to current and prospective candidates (accepted for admission to the fall 2017 class).

Directors responsible for initiative: Dana Blue and Julie Hendrickson (policy) and Maxine Nelson (budget)

Timeline: fiscal 2016-17 (July 1 to June 30)

II. Outreach

A. Board and Committee Operations

The Board will purchase a \$25/monthly subscription to Zoom for videoconferencing beginning with the October 5, 2016 Board Meeting. A meeting schedule for fiscal 2016-17 will include a rotation using: 1) Zoom; 2) NPSI (first Wednesday of each month except July and August from 7-8:30 pm); and 3) Saturday brunch meetings at directors' homes. This strategy is intended to reduce the strain of commuting for directors who live on the eastside and to test the viability of distance technology for board and committee meetings. Calendar invites will be sent to each director of meeting locations and posted on the NPSI website calendar.

Director responsible for initiative: Caron Harrang, President and Hollee Sweet, Administrator

Timeline: September 7, 2016 Board of Directors meeting

B. Advisory Council and Board of Directors: Work Group Relations

A Board of Directors and Advisory Council Retreat is planned for Saturday, September 10, 2016 in the home of Maxine Nelson. The purpose of the second annual meeting between the board and advisors is to review the 2016-2019 Strategic Plan and the 2016-17 Operational Plan with the goal of determining how advisors can assist individual directors on specific projects during this fiscal year. Council members will be invited to join the Board of Directors in making an annual charitable donation to the organization of an unspecified amount.

Directors responsible for initiative: All Directors

Timeline: Saturday, September 10, 2016

III. Leadership Succession

A. Identify a qualified full member for the position of President-Elect prior to the 2017 Annual Membership Meeting (normally scheduled for the 4th Saturday in September).

Directors responsible for initiative: All Directors
Timeline: 2017 Annual Meeting

B. Identify a qualified full member for the position of Director of Training-Elect and mentoring strategies for preparing an individual to assume this leadership position.

Directors responsible for initiative: All Directors
Timeline: 2017 Annual Meeting

~~C. Contact individuals who expressed interest (NPSI May 2016 Member Survey) in serving on Institute (Education Committee) subcommittees or in leadership positions to identify a timeline and process for joining committees.~~ Coordinate with Candidate President and invite two candidates to serve on each subcommittee of the Education Committee. Identify two candidates to replace Julie after she graduates, one of whom will be invited to join within the timeline specified below.

Directors responsible for initiative: Dana Blue, Director of Training and Julie Hendrickson, Candidate Representative.
Timeline: October – December 2016.

D. Identify a qualified full member or community member for the position of Continuing Education Committee Chair (NPSI Society) and a process for vetting presenters for scientific meetings for during the academic year (September 2016 – June 2017).

Directors responsible for initiative: Caron Harrang, Maxine Nelson, Dana Blue (NPSI Executive Committee)
Timeline: October 31, 2016 (for initiating this project)

E. Hire an outside psychoanalyst consultant versed in organizational group relations, to work with NPSI to identify underlying group dynamics that impede the organization from functioning at an optimal level as well as growing. Chuck Brandes, PhD, FIPA (Past President of PINC) has been identified as a potential consultant. His proposal includes facilitating a series of meetings with the Board of Directors, Ethics Committee, Candidates, and Full Members. He estimates that this would require 7 hours (either one day or one and a half) and he would charge us \$1,000 plus airfare and hotel (if the work takes more than one day).

Directors responsible for initiative: Maxine Nelson
Timeline: To be completed by December 31, 2016