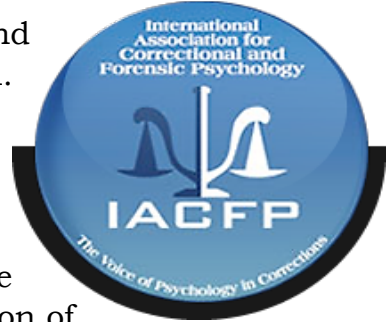


**International Association for
Correctional and Forensic
Psychology
Strategic Plan
March 2017**

| Organizational Overview |

The International Association for Correctional and Forensic Psychology (IACFP) is a nonprofit corporation. In existence since 1954, the association was incorporated as a nonprofit organization on August 14, 1980, to promote the development of psychological practice in criminal justice and law enforcement settings and to stimulate research into the nature of criminal behavior. The IACFP is an association of behavioral scientists and practitioners who have a desire to influence the delivery of humane, high-quality evidence- and practitioner-informed services to offenders and those involved in the justice systems. This association has served practitioners in correctional and juvenile justice systems worldwide.



In 2007, IACFP created the IACFP Institute for the Behavioral Sciences, Law and Public Policy, Inc. to promote, support, and monitor a standard of excellence in the fields of correctional and forensic psychology and to advance the recognition of the need for more specialized research with the practice of correctional and forensic psychology. While the IACFP Institute is not an area of focus for this strategic plan, it is a part of the IACFP.

The IACFP is registered as a North Carolina non-profit corporation, and therefore, the model and structure for the organization follows the Guidebook for Boards of Directors of North Carolina. It is governed by volunteer board members composed of national and international professionals in the field.

Current contributions to the field include a membership program, board participation in international conference workshops, a quarterly newsletter, and a monthly journal. The monthly journal, *Criminal Justice and Behavior* (CJB) is currently the primary way the IACFP contributes to the field as an association. Editing and distribution of CJB is made possible through a contract with SAGE Publications, Inc. CJB is a peer-reviewed publication, consisting of articles, commentaries, and book reviews on topics central to criminal justice and behavior. The journal has a target audience of national and international academia, students, and practitioners.

Influencing Factors

The IACFP board decided to engage in a strategic planning process based on several influencing factors, including a changing corrections environment, the desire to rebrand, recognition of gaps in the field, and the realization that,

without a strategic plan, the association did not have an identified organizational direction.

Corrections environment: As an association in a dynamic field of study, the IACFP board recognized its need to adjust to the changing corrections environment. Corrections is increasingly designing evidence-based and research-informed best practice models and programs. Furthermore, the board desired an assessment of outreach methodology to ensure it meets the needs of its membership with the ever-advancing technological opportunities for connecting with members and for professional development.

Branding: After decades in the field and uncertainty regarding the demographic makeup of the current membership, the board wanted to revisit its image and brand. The board wanted to ensure it is reaching the desired demographic in a way that best appeals to and supports practitioners in the field of correctional and forensic psychology.

Gaps in the field: Board members recognize gaps in the field where its membership could benefit from resources and forums to discuss emerging issues. For instance, interest is growing nationally and internationally for expertise in proven practices related to incarceration and the treatment of offenders that positively impact the successful re-entry of offenders to communities. Specifically, there is interest in examining humane treatment for those justice-involved individuals from a forensic and psychological perspective. The officers and board members of the IACFP determined it was an opportune time to ensure that the IACFP is positioned to address and respond to these gaps in available resources for practitioners globally and to support the needs and reforms of the systems and practitioners.

Lack of a strategic plan: IACFP had conducted strategic planning sessions in the past. However, with the changing landscape of the field, as well as the composition of the board itself, the board decided to re-analyze its foundational principles and engage in a facilitated strategic planning process. Specifically, the board officers requested to review and renew the current mission and vision statements, overall organizational values, association and board functioning, and contribution efforts to the field to ensure the association's relevance to practitioners and its success as an association going forward.

| Strategic Planning Process |

The IACFP contracted with The Moss Group, Inc. (TMG), a criminal justice consulting firm based in Washington, DC, in the fall of 2016. The goal of this agreement was to develop a strategic plan that would address the following:

- Renewal of the vision and mission of IACFP
- Strategic partnerships goals
- Agreed-upon, documented, and action-oriented goals
- Prioritized initiatives
- An accelerated timeline of four to six months for completion of the plan

A TMG consultant team was assembled to work with the officers and members of the IACFP board to help develop strategic goals and initiatives (see Attachment: *Biographical Sketches*). In order to ensure the history and culture of the IACFP, as well as the perspective of each board member, were considered in the planning and agenda development, the TMG team conducted a series of efforts as outlined below.

- Individual interviews were held by the facilitator with each board member and the executive director prior to the first two planning sessions. These sessions allowed for each board member and the executive director to provide his or her impressions of the current and past state of the IACFP and to voice desired outcomes for the strategic planning process.
- Two surveys were distributed to all board members and the executive director focusing on the board culture and a SWOT (strengths, weaknesses, opportunities, and threats) analysis.

All documents made available by the president and executive director were reviewed, including strategic planning summaries, association bylaws, contracts and guidelines, and board meeting minutes. In addition, previous organizational initiatives and outcomes were explained to the consultant team. To support the immediate needs of the association, a series of three facilitated strategic planning sessions occurred over a four-month span.

- The first session was a one-day session held in Chicago, IL, in October 2016. The purpose of this session was to consider the future of IACFP, expand on the direction of the organization and identify opportunities and avenues for focused improvements.
- The second session was held in Las Vegas, NV, for 1.5 days in November 2016. The purpose of this session was to discuss the characteristics of a highly effective board, define strategic organizational goals, and continue to determine the vision and mission statements of the association.
- The third session was held in San Antonio, TX, for 1.5 days in January 2017. The purpose of this session was to finalize the new vision and

mission statements, refine strategic goals and objectives, determine priority ranking for each goal, and develop a list of strategic partnerships and stakeholders.

Most board members were in attendance for all three planning sessions. Technology was helpful for some board members with travel challenges to participate via conference call. Notes were distributed between sessions and small workgroups were formed as needed to maintain the momentum of board engagement.

| Vision, Mission, and Tagline |



As a result of the strategic planning sessions, the IACFP board determined that its statements no longer reflected the driving force behind IACFP. After a series of exercises and discussions through the planning sessions, the board agreed upon and voted into existence its revised vision and mission statements, as well as its tagline.



VISION

Engaged criminal justice practitioners implementing innovative and humane practices worldwide



MISSION

Advance the development and implementation of evidence- and practitioner-informed policies and practices to support correctional and forensic psychologists and other helping professionals who work with justice-involved individuals.



TAGLINE

“Helping the Helpers”

| IACFP Goals and Strategic Initiatives |

After a series of exercises and discussions, the following goals were unanimously adopted by the IACFP board. These goals were developed with a three-year timeframe for completion. It has been determined that there will be an annual review of the Strategic Plan to assure it remains sensitive to the correctional environment, the needs of the members, and is inclusive of strategic partners.

Goal 1

To develop and maintain a highly effective board

Goal 2

Develop a brand that is reflective of the vision, mission, and values of the IACFP

Goal 3

Increase and engage membership and visibility in the field

Goal 4

Develop and maintain a communications strategy that supports the vision and mission of the IACFP

Goal 5

Identify, design, and implement strategies to “Help the Helpers”

GOAL 1

To develop and maintain a highly effective board

1.1

- Review all policies and determine need for revisions, deletions, or updates

1.2

- Refresh the association bylaws to reflect the vision, mission and goals of IACFP

1.3

- Determine internal reporting measurements and mechanisms of staff and board members

1.4

- Define board and staff roles and responsibilities and an accountability structure

1.5

- Develop a calendar of events, board meetings, and conferences to ensure all board members are up to date on the activities of the IACFP and periodically engage in critical conversations on emerging issues

1.6

- Develop a selection protocol for board officers and ensure all seats are filled

1.7

- Determine a protocol for selecting and onboarding board members and association members and document this protocol in a board handbook

1.8

- Conduct a baseline organizational assessment and review all initiatives, especially those with a fiscal impact, authorized by the board with a lens on assessing return on investment

1.9

- Institute a bi-annual board evaluation process for the executive director, officers and board members

1.10

- Develop a protocol for use by the officers, members, and executive director, describing the process for attorney consultation to ensure optimal use of legal representation.

1.11

- Develop a job description for the CPA position and determine the reporting structure to the officers, board members, and the executive director to include formal treasurer reports quarterly

1.12

- Define board member giving and contribution expectations

GOAL 2

Develop a brand
that is reflective of
the vision, mission,
and values of the
IACFP

2.1

- Review all current media platforms (website, social media accounts, newsletter etc.) and determine change management plans for redesign, updates, or other identified needs

2.2

- Design a media education plan for all board members and staff to include training on how to manage the media and the development of talking points to ensure consistent messaging

2.3

- Determine a networking strategy for board members and staff to use when in the field and representing the IACFP

2.4

- Develop guiding principles to be used as a litmus test for all decisions and directions taken by the IACFP

GOAL 3

Increase and
engage
membership and
visibility in the
field

3.1

- Plan for board member conference attendance based on annual conference calendar and areas of expertise to include an assessment of return on investment for the IACFP

3.2

- Establish strategic partnerships with key professional organizations based on an environmental scan assisting in the identification of organizations that have adopted standards, behavioral interventions, incorporated applied science, and prepared relevant staffing analyses to ensure there is collaboration

3.3

- Review and expand member-only benefits to include member-only resources on the website

3.4

- Determine strategies that will result in the ability to engage membership participation in a meaningful way

3.5

- Conduct a comparative analysis of the current state of the field to identify ways IACFP can complement and enhance the field, e.g., staffing analysis ratios for corrections and forensic psychologists

3.6

- Develop promotional and marketing materials available for use by all board members and the executive director, outlining the goals and direction of the IACFP and the benefits of being a member as well as supporting *Criminal Justice and Behavior*

3.7

- Sponsor and promote practitioner development at regional, national, and international conferences

GOAL 4

Develop and maintain a communications strategy that supports the vision and mission of the IACFP

4.1

- Conduct a targeted environmental scan to learn how other associations are efficient and effective in serving their members

4.2

- Develop an annual calendar of board meetings and meeting expectations for board members

4.3

- Determine a process and schedule for president and executive director's "Message to the Members" at least semi-annually

4.4

- Assess current agreement and contract with SAGE Publications to enhance the partnership with the IACFP, increase ongoing communication with the board and its membership, and support *Criminal Justice and Behavior* as a ranked criminal justice and psychology publication

GOAL 5

Identify, design,
and implement
strategies to “Help
the Helpers”

5.1

- Determine the mechanism(s) for IACFP board and staff to author hot topic position statements and tools for the field, e.g., restrictive housing, staff wellness, and limits to coercion

5.2

- Develop a clinical or applied science counterpart to the newsletter or other publication for clinical practitioners to use

5.3

- Develop a survey of membership to determine the current needs of “the helpers” and how IACFP can target professional growth based on assessed needs

5.4

- Refocus association newsletter to be practitioner focused

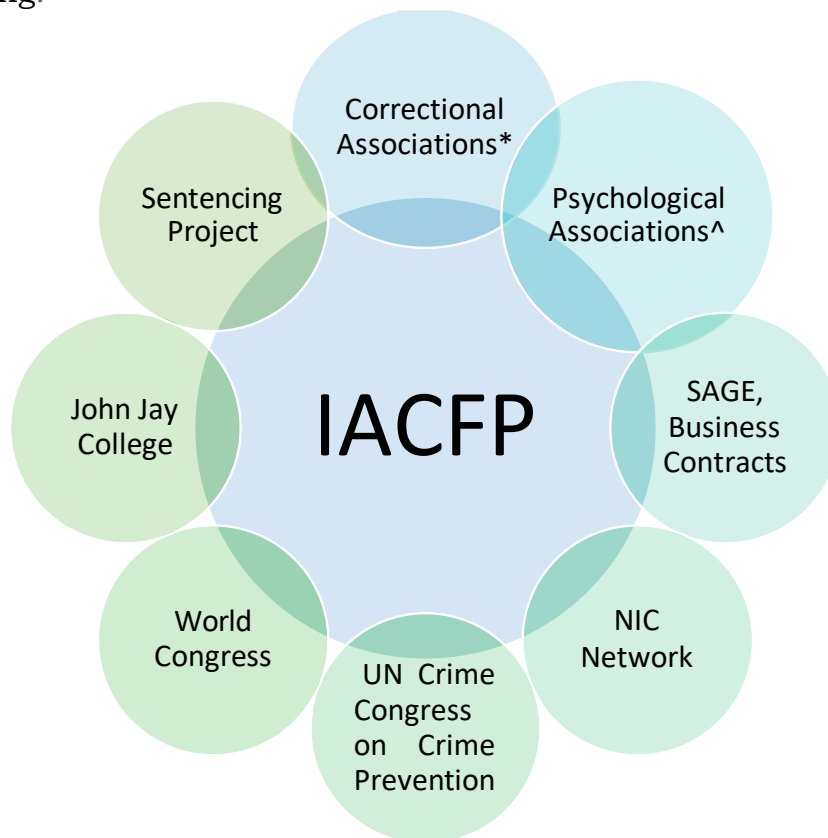
5.5

- Conduct critical conversations to discuss challenging and emerging issues at board meetings and other forums

| Strategic Partners |

The officers and the IACFP board recognize the value of all professionals in the field who are working with correctional and justice-involved individuals. As resources in the field are limited, it is important to partner and complement efforts when possible. The officers, board members, and staff will prioritize identifying, reaching out to, and working with valued organizations, agencies, and individuals. This is important for the officers, board members, and staff to ensure they are allocating resources in the most helpful and judicious manner. Decisions about conference attendance, presentations, and sponsorships will be reviewed and based on whether they are in support of and aligned with the vision and mission of IACFP.

The officers and board have initially identified fifteen organizations that are a priority for engagement and partnership. These will be expanded as the board acts toward the accomplishment of its strategic goals. The initial organizations are the following:



*including ACA, APPA, ICPA, ICCA, ASCA, and CJCA

^including NCCHC, APA, NACP, and NOFSW

| Board Approach and Action Plan |

For strategic plans to be effective, they must include the following:

- 🔗 The establishment of priorities
- 🔗 The development of action plans
- 🔗 The adoption of accountability systems
- 🔗 Regular review and revision of the plan

The IACFP board acknowledges the value of these steps and is working with its staff to ensure that the plan moves toward action in both the short- and long-term. To monitor and track its progress toward the identified goals and strategies, the board has scheduled monthly conference calls and bi-annual, in-person board meetings; assigned team leads to goals and strategies; and has committed to the use of a tracker tool which identifies tasks, assigned lead and due dates to document progress.

The board will engage in an annual review process of its goals and the implementation process of the three-year strategic plan. The purpose of this review is to ensure that it is advancing the development and implementation of evidence- and practitioner- informed policies and practices to support correctional and forensic psychologists and other helping professionals who work with justice-involved individuals.

