



Board of Examiners for Social
Workers

Board of Directors Strategic Planning Meeting

January 30, 2023

**Facilitated by: Margaret Del Giudice and Kelly Marschall
Social Entrepreneurs, Inc.**

1. Call to Order, Roll Call

2. Public Comment

Note: No vote may be taken upon a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action may be taken. (NRS 241.020). Public comment may be limited to three (3) minutes.

3. Review and Discuss Revised Audit Draft 01.16.23 (For Possible Action)

4. Discussion and Drafting the Strategic Plan (For Possible Action)

4A. Review and Refine Critical Issues Process (For Possible Action)

- Review Critical Issues and Areas of Focus
- Discussion and Decision of Recommendations for Updated Strategic Plan

S-M-A-R-T-I-E Goals and Objectives

S-M-A-R-T-I-E goals are goals that are specific, measurable, achievable, realistic, timebound, inclusive, and equitable.

Specific: The goal is clear, targeted, and detailed

Measurable: There are criteria for how progress will be tracked

Achievable: The goal is within the organization's reach, capacity, or scope

Realistic: The goal is reasonable to achieve with the current resources and timeframe

Timebound: The goal includes a clear timeframe for completion

Inclusive: The goal will include traditionally marginalized people into processes, activities, and decisions in a way that shares power

Equitable: The goal addresses systemic inequity or injustice

Accountability

- To ensure accountability, this strategic plan incorporates strategies and accountability factors including lead staff member, timeline for completion, and if and what resources are needed.

Discussion of Potential Critical Issues 1/23/23

Critical Issue 1: Regulatory Changes

- BESW will participate in discussion, development, and evaluation of the Interstate Compact and ensure that regulations promote the professionalization of the field while addressing compliance, supervision, and burdens and barriers to expanding the field of social work.

Critical Issue 2: Communication, Education, and Partnership

- BESW will adapt to the changing state and national landscape and engage with other boards to protect the public, educate partners on, and highlight the role and impact of social work practice.

Critical Issue 3: Board Design and Staff Structure

- BESW will determine its optimal administrative design, and the approach to doing the Board's work including the board staffing structure, succession planning, and enhanced resources for accounting.

Critical Issue 4: Financial Strengthening

- BESW will ensure it has sufficient resources and practices to implement appropriate accounting principles and ensure financial sustainability.

4B. Draft Goals (For Possible Action)

What are the goals associated with each critical issue?

SMARTIE Goals: Inclusive

How will each goal include traditionally marginalized people into processes, activities, and decisions in a way that shares power?

SMARTIE Goals: Equitable

How will each goal address systemic inequity or injustice?

Critical Issue 1: Regulatory Changes

Goal 1 By June 30, 2026, BESW will participate in discussion, development, and evaluation of the Interstate Compact and ensure that regulations promote the professionalization of social work while addressing compliance, supervision, burdens and barriers to expanding licensed social workers.

Strategy	Action	Timeline for Completion	Lead Staff Member
1.A Determine participation in and implications of the Interstate Compact	<ul style="list-style-type: none"> a. Evaluate the Interstate Compact as finalized to determine Nevada's participation b. If participation in the Compact is approved, determine NRS and NAC changes to implement the Interstate Compact 	To be determined	Karen Oppenlander (Executive Director)
1.B Revise Nevada Administrative Code to comply with Nevada Revised Statutes	<ul style="list-style-type: none"> a. Review and follow Legislative Council Bureau's manual to draft and complete NAC revisions 	July 1, 2024 and TBD thereafter	Sandy Lowery (Deputy Director)
1.C Ensure Compliance	<ul style="list-style-type: none"> a. If Compact is approved for Nevada and Compact is established, participate in Interstate Compact Commission 	To be determined	Karen Oppenlander (Executive Director)

Critical Issue 1: Regulatory Changes Cont.

Goal 1 By June 30, 2026, BESW will participate in discussion, development, and evaluation of the Interstate Compact and ensure that regulations promote the professionalization of social work while addressing compliance, supervision, burdens and barriers to expanding licensed social workers.

Strategy	Action	Timeline for Completion	Lead Staff Member
1.D Promote professionalization of social work	a. Evaluate license exemptions b. Evaluate post graduate supervision process	July 1, 2024 December 31, 2023	Karen Oppenlander (Executive Director) Sandy Lowery (Deputy Director)

Critical Issue 2: Communication, Education, and Partnership

Goal 2 By June 30, 2026, BESW will adapt to the changing state and national landscape and engage with other boards to protect the public, educate partners on, and highlight the role and impact of social work practice.

Strategy	Action	Timeline for Completion	Lead Staff Member
2.A Participate in forums and apprise the board of changes in the state and national landscape	<ul style="list-style-type: none"> a. Participate in Nevada's small board administrative collaborative b. Participate in ASWB convenings c. Participate in NASW convenings d. Participate in legislatively established committees whose work pertains to BESW e. Participate in other relevant meetings that pertain to BESW f. Summarize implications of changes to state and national landscape in Board meetings 	Monthly as scheduled, through June 30, 2026	Karen Oppenlander (Executive Director)

Critical Issue 2: Communication, Education, and Partnership

Goal 2A. By June 30, 2026, BESW will adapt to the changing state and national landscape and engage with other boards to protect the public, educate partners on, and highlight the role and impact of social work practice.

Strategy	Action	Timeline for Completion	Lead Staff Member
2.B Identify and educate partners on the role and impact of social work practice	<ul style="list-style-type: none"> a. Conduct outreach to and share information with social work practitioners regarding board and legislative actions b. Convene public workshops on NAC changes c. Create a communication plan to share information and engage in productive social media d. Email licensees on changes and impacts to social work practice e. Post changes and impacts to social work practice to the website 	<ul style="list-style-type: none"> Monthly As appropriate and necessary December 31, 2023 Monthly Monthly 	<ul style="list-style-type: none"> Sandy Lowery (Deputy Director) Jacqueline Sanders to work with staff and Abby Klimas to gather information from other boards (ASWB to support)

Critical Issue 3: Board Design and Staff Structure

Goal 3 By June 30, 2026, BESW will determine its optimal administrative design, and the approach to doing the Board’s work including the board staffing structure, succession planning, and enhanced resources for accounting.

Strategy	Action	Timeline for Completion	Lead Staff Member
3.A Determine optimal Administrative Structure	a. Establish and implement an annual review process for the Executive Director aligned with best practices	September 30, 2023 and annually thereafter	President Langston
	b. Review and refine staff job descriptions and review evaluation criteria	July 1, 2024	Executive Director
	c. Conduct an annual review of agency staffing needs and budgetary constraints	July 1, 2024 and annually thereafter	Executive Director
	d. Identify new positions or resources needed to fulfill BESW’s mission	July 1, 2024 and annually thereafter	Executive Director
3.B Implement succession planning for staff	a. Create a staff succession plan	March 31, 2024	Board
	b. Identify timing and processes to update BESW documents in the succession plan	March 31, 2024	Executive Director

Critical Issue 3: Board Design and Staff Structure

Cont.

Goal 3A. By June 30, 2026, BESW will determine its optimal administrative design, and the approach to doing the Board's work including the board staffing structure, succession planning, and enhanced resources for accounting.

Strategy	Action	Timeline for Completion	Lead Staff Member
3.C Evaluate resources for accounting and determine if they meet BESW's needs moving forward	a. Meet with auditor and review audit to determine if additional resources are needed to comply with GASB	July 1, 2024	Executive Director

Critical Issue 4: Financial Strengthening

Goal 4 By xxxx, BESW will ensure it has sufficient resources and practices to implement appropriate accounting principles and ensure financial sustainability.

Strategy	Action	Timeline for Completion	Lead Staff Member
4.A Track and report on financial resources	a. Prepare budget to actual and financial reports	July 1, 2023 and quarterly thereafter	Executive Director
	b. Present financial reports to the Board	July 1, 2023 and quarterly thereafter	Executive Director
4.B Identify accounting principles and strategies to strengthen the Board's financial position	a. Review previous and current management letters		Executive Director
	b. Create a plan to respond to management letter findings		Accounting Resource
	c. Implement plan to respond to management letter findings		
4.C Implement policies to ensure financial sustainability	a. Identify financial institution(s) to deposit funds over the FDIC protected amount		Executive Director
	b. Identify and adopt long-term investment strategy		Board
			Board

Critical Issue 4: Financial Strengthening

Goal 4 By xxxx, BESW will ensure it has sufficient resources and practices to implement appropriate accounting principles and ensure financial sustainability.

Strategy	Action	Timeline for Completion	Lead Staff Member
4.D Implement policies to ensure practices align with appropriate accounting principles	<ul style="list-style-type: none"> a. Review and identify policies to align with appropriate accounting principles b. Draft and adopt policies to respond to GASB 96 		

4C. Proposed Strategies and Actions Steps (For Possible Action)

What strategies will help you move closer to
the goals identified?

4D. Strategy Timing and Leads

(For Possible Action)

- Which staff member will lead each strategy?
- What is the timeline for completion?

4E. Review and Approval of Contents of Strategic Plan (For Possible Action)

Revised Critical Issues

Critical Issue 1: Regulatory Changes

- By June 30, 2026, BESW will participate in discussion, development, and evaluation of the Interstate Compact and ensure that regulations promote the professionalization of social work while addressing compliance, supervision, burdens and barriers to expanding licensed social workers.

Critical Issue 2: Communication, Education, and Partnership

- By June 30, 2026, BESW will adapt to the changing state and national landscape and engage with other boards to protect the public, educate partners on, and highlight the role and impact of social work practice.

Critical Issue 3: Board Design and Staff Structure

- By June 30, 2026, BESW will determine its optimal administrative design, and the approach to doing the Board's work including the board staffing structure, succession planning, and enhanced resources for accounting.

Critical Issue 4: Financial Strengthening

- By xxxx, BESW will ensure it has sufficient resources and practices to implement appropriate accounting principles and ensure financial sustainability.

4F. Next Steps

(For Discussion Only)

5. Executive Director's Report (Informational)

5A. Executive Director's Report

Process for Recruitment

Stages of Recruitment

1. Prepare Job Description, Determine Salary Range
2. Advertise the Position (e.g., Indeed, NASW-NV, State of Nevada, Board Website, Administrative Collaborative, ASWB Administrators Group, etc.)
3. Attracting Candidates to Apply for the Job
4. Managing Applications (Pre-Selection, Screening, Shortlisting)
5. Selection Process (Conducting Interviews, Board Decision)
6. Negotiations and Job Offer
7. Follow Up e.g., References, Background Check, Share Progress with Board
8. Share Results with Community

5B. Executive Director's Report

Future Agenda Items

5C. Executive Director's Report

Next Board Meeting is Scheduled for
9:00 am Wednesday, February 15, 2023

6. Public Comment

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7. Adjournment