

STRATEGIC PLAN STATUS

March 2017

I. INTRODUCTION

A strategic plan should describe an approach to the three to five-year future that uses an organization's greatest strengths to advance its vision in the face of any likely threats or problems. The board adopted its first strategic plan in 2008. The essential features of the plan were reaffirmed during a work session in March 2012 and again in 2015. This plan document incorporates those vision statements in a revised format in which they became either values statements or key success factors.

II. PLAN COMPONENTS

Our **mission** is the reason NBPME exists. It describes what we are committed to every day.

The NBPME's **vision** should capture the most desirable end state consistent with the mission and the environment.

A plan with plaudits and platitudes is useless. Specific actions must be prescribed that derive from our **values**. Values are not honesty, integrity, and the like. These are essential to any enterprise but can be understood without being headlined. Rather, pertinent values are the components that matter to further the success of the organization. Values should be ranked in priority order.

Key Success Factors (KSFs) describe the focus of our efforts that daily contribute to our success. They are categorized by the stated values and are the basis for assignment of resources and effort. KSFs are often derived by listing "what-if" statements, which may be either positive scenarios or the embodiment of problems or threats to the vision and mission. KSFs should detail initiatives that are the basis for action.

III. THE PLAN

MISSION: We exist to protect the public health.

VISION: Our valid, reliable examinations are the acknowledged licensing standard for competence in the profession of podiatric medicine.

VALUES: (Proposed Order)

1. The examinations consistently meet accepted standards of validity and reliability.
2. NBPME is the sole provider for licensing tests in podiatric medicine.
3. NBPME is an active, credible resource for the advancement of the profession.
4. In test administration, NBPME provides test frequency and timing to meet the profession's needs, and scheduling that reflects excellent customer service.
5. We must maintain a positive operating margin that provides sufficient resources for new initiatives.

KEY SUCCESS FACTORS:

1. *Continued exclusive reliance by licensing boards is central to our mission. [Related Value: 2]*

- a. Outreach is needed to the state boards that do not use Part III. In effect, all states rely upon Parts I and II of the APMLE series; however, three states or territories, Minnesota, New Jersey, and Puerto Rico, do not require or accept Part III. State "Practice Acts" are often the limiting factor.
 - ❖ **ACTION:** The executive director will contact each of the states to determine the reason they do not participate and attempt to identify possible solutions.
 - ❖ **STATUS:** There has been limited progress. New Jersey is the only state with a significant population, and the executive director has not been successful in gaining an audience with the board.
- b. The NBPME must be alert to opportunities to assist the FPMB, whose support is critical to the contracts in place. FPMB collects fees from candidates for licensure to report APMLE scores to other states, and this is likely an important revenue source. Because the state boards are the only "customer" NBPME has, we should formally evaluate whether we can enhance their capabilities and level of service.

- ❖ **ACTION:** The executive director will continue discussions with the FPMB (including or facilitated by NBPME board members) to consider how NBPME can better serve FPMB.
- ❖ **STATUS:** The FPMB has been provided an updated data bank of all prior scores and a new process is in place to ensure prompt, secure updates. The FPMB board president and executive director are welcomed to NBPME board meetings.

c. Are there opportunities to assist more state boards by handling eligibility for Part III? Prometric, as testing contractor, provides eligibility review using standard criteria for candidates for licensure in 30 states. It is in the interests of NBPME and its testing contractor to have test registration and reporting function smoothly. Ideally, eligibility review and registration should only be done by NBPME or by states that have adequate resources and processes to assure timely completion. Because NBPME does not charge an additional fee to process eligibility, we can make an attractive offer to state boards that we will relieve them of a task at no charge and still allow them to retain the entire license application fee. We should consider a campaign targeted at winning over the remaining states.

- ❖ **ACTION:** Board staff will develop and distribute information to encourage state boards to adopt NBPME eligibility processing.
- ❖ **STATUS:** This is an ongoing effort as individual state contracts are renewed.

2. *Continued success depends upon constant attention to state of the art test development and delivery. [Related Values: 1,4]*

a. NBPME and its test contractor(s) pursue methodologies and innovations that keep the APMLE series at the forefront of psychometric soundness and the application of current technology.

i. NBPME will commit the resources necessary to maintain and improve the item banks.

- ❖ **ACTION:** NBPME must work closely with Prometric to identify other opportunities to improve the quality of the testing program.
- ❖ **STATUS:** Prometric introduced an enhanced, intuitive system to write items remotely and many faculty members at all schools have been trained and have accounts established. All Part I and Part II review sessions have been scheduled for half-day sessions using a Webinar format. The NBPME has achieved substantial savings in the cost of workshops. This approach is now being expanded to Part III.

b. The implementation of a patient encounter component is a significant contribution to advancing the profession. Success is imperative.

- ❖ **ACTION:** Continue with the contracted program. Maintain communication with the college deans regarding timing and implementation.

- ❖ **STATUS:** The second live examination was administered in August to October 2016 for candidates in the Class of 2017. It is now operating smoothly as an ongoing program.
- c. The NBPME web site must facilitate prompt scheduling using technology familiar to the candidates.
 - i. Today's candidates expect electronically-based processes that allow them to learn about the details of an examination, and to register for the examination at their convenience. The APMLE web site must meet this expectation.
- ❖ **ACTION:** NBPME staff and Prometric staff will continue to explore opportunities to enhance web site functionality.
- ❖ **STATUS:** A new web site has been designed and implemented. It offers an improved organization and is easily used by mobile devices. In addition, Prometric introduced a new candidate management system (CMS) to the candidates which is now in place for all written examinations.
- d. Candidates appreciate the importance of the examinations for advancement in the profession, and they accept the APMLE series as appropriate portals.
 - i. Outreach to the students, primarily through their APMSA, is an important means of accomplishing this.
- ❖ **STATUS:** NBPME staff and the APMSA liaison representative frequently consult each other as new developments are implemented or questions arise.
- 3. Constructive relationships with deans and schools, and with other constituencies, are essential for NBPME's success as a credible resource for the profession. [Related Value: 3]
- a. Podiatry is a small profession. The NBPME board members serve daily as advocates for professional advancement and their representation can achieve widespread positive effects.
 - ❖ **ACTION:** Query: Are there key collaborations with other groups that the board members should seek and maintain?
- b. The schools of podiatric medicine are the exclusive source of NBPME candidates. The NBPME and the schools must collaborate effectively in fulfilling their unique, complementary roles. Schools prepare students for the profession; the NBPME meets its public health and safety responsibilities through the audit function of examining for the competence needed to practice safely.
 - i. Dialogue affects relations. NBPME must maintain an open communication channel with the AACPM and the Council of Faculties.
- ❖ **ACTION:** The executive director has made a standing offer of visits to each of the schools.

❖ **STATUS:** The executive director visited six of the nine schools at the invitation of the respective deans. A number of changes in practice were instituted as a result of meetings with faculty members. A significant improvement in the tone of communications and level of cooperation has been seen since the visits began.

4. A forward-thinking board engaged for the benefit of the profession is essential to the success of the organization. [Related Value: 3]

a. A board self-assessment survey was conducted in 2015 with no major changes in emphasis or direction required.

b. Are board members and committees offered sufficient opportunities and information to encourage involvement and to assist their roles as representatives?

❖ **STATUS:** The test committee now routinely meets on the Friday preceding board meetings. The CSPE committee has been an integral part of design and implementation of the live examination. Board members are invited to all workshops.

5. Unquestioned, unassailable exam security is fundamental to the credibility of all we do. [Related Value: 1]

a. NBPME score reports must be universally accepted as accurate and fair.

b. Test development and test administration procedures must be in place to prevent compromise of test items.

❖ **ACTION:** Continued vigilance is essential. Prompt action must be taken with any indication of fraudulent score reports or test item compromise.

❖ **STATUS:** During 2014, significant effort and resources were expended to counteract the establishment of web sites and mobile apps that offered sample questions for Part I and II examinations. One web site, in particular, was taken down as a result of board action. A similar investigation of another service in 2016 determined there was no need to take action. The questions were compared, and there was no basis for complaint. All item writers are continually reminded of their strict obligations under the confidentiality agreement.

6. Examination fees must be reasonable for the candidates. [Related Value: 5]

a. Fees must support the level of effort required to provide valid, reliable examinations; however, expenses must be limited to those essential to the mission and vision. Staff must be continually seeking new approaches to support essential activities at the least cost.

b. Are there revenue opportunities from sources other than the students?

❖ **ACTION:** Budget preparation and adoption must reflect both current and projected realities.

❖ **STATUS:** The financial status of the NBPME remains strong.