



AN ABAI CHAPTER AFFILIATE

TxABA Strategic Plan 2020 – 2023

Texas Association for Behavior Analysis

A regional chapter of the:

Association for Behavior Analysis International

Association for Professional Behavior Analysts

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Acronyms

TxABA	Texas Association for Behavior Analysis
PPG	TxABA PPG
EC	TxABA Executive Council
ED	TxABA Executive Director
ST	TxABA Secretary Treasurer
BACB	Behavior Analysis Certification Board
BCBA-D	Board Certified Behavior Analyst – Doctoral level
BCBA	Board Certified Behavior Analyst
BCaBA	Board Certified Assistant Behavior Analyst
RBT	Registered Behavior Technician

PIDC	TxABA Professional Issues and Development Committee
BA	Behavior analyst, behavior analysis, or behavior analytic
ABA	Applied behavior analysis
EDIE	TxABA Equity, Diversity, and Inclusion for Everyone Committee
DFW	Dallas-Fort Worth metropolitan area
G&F	Grants and Funding



Introduction

The Texas Association for Behavior Analysis (TxABA) is designated as a 501(c)3 non-profit charitable organization in the United States. Although TxABA was not officially incorporated as a nonprofit until January 25, 1990, it began offering services in 1986. That year, TxABA held its first annual conference in Dallas, TX and became an affiliate chapter of the Association for Behavior Analysis International (ABAI), which at the time was only ABA, not ABAI. TxABA has held an annual conference every year since 1986.

According to archived records, TxABA held a strategic planning meeting July 21-22, 1995 in which the officers:

- Identified threats and opportunities for behavior analysis in Texas
- Revised TxABA's mission statement to abide by Aubrey Daniels' ACORN test. The resulting mission statement, according to the meeting minutes, was, "To advance the science and application of behavior analysis to improve the world we live in."
- Identified strategic areas in which to support the mission and developed concrete objectives and activities related to each strategic area.

In 1995, we estimate that TxABA's annual conference had 83 attendees. Unfortunately, we do not have the data to estimate their annual membership. By 2020, TxABA's conference attendance had increased to 1,004¹. Figure 1 below depicts the estimated growth in TxABA's conference attendance² from its original 1986 conference through the 2020 (35th) Annual Conference.

¹ TxABA's conference attendance peaked at 1,329 attendees in 2018.

² We use conference attendance as an indicator of growth because more conference attendance data are available as compared to membership data. Additionally, conference attendance tends to be lower than TxABA's annual membership, thus it represents a more conservative measure of growth.



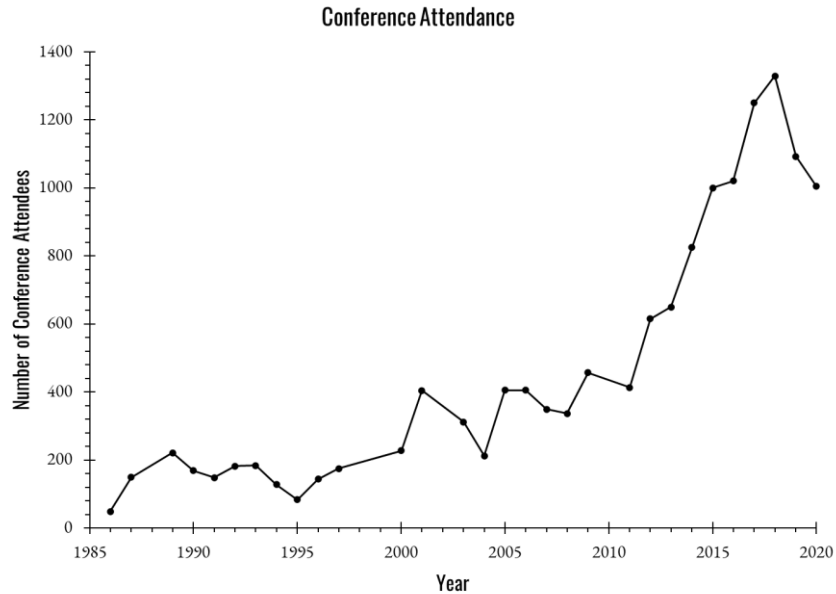


Figure 1. TxABA conference attendance 1985-2020.

According to the Behavior Analysis Certification Board (BACB), the total number of certificants (RBTs, BCaBAs, BCBAAs, and BCBA-Ds) are expected to grow from 5,110 in 2018 to 16,783 in 2023 (228% growth), with RBTs projected to make up 12,619 (75%) of those certificants. Figure 2 depicts the projected growth of certificants in Texas 2018-2023.

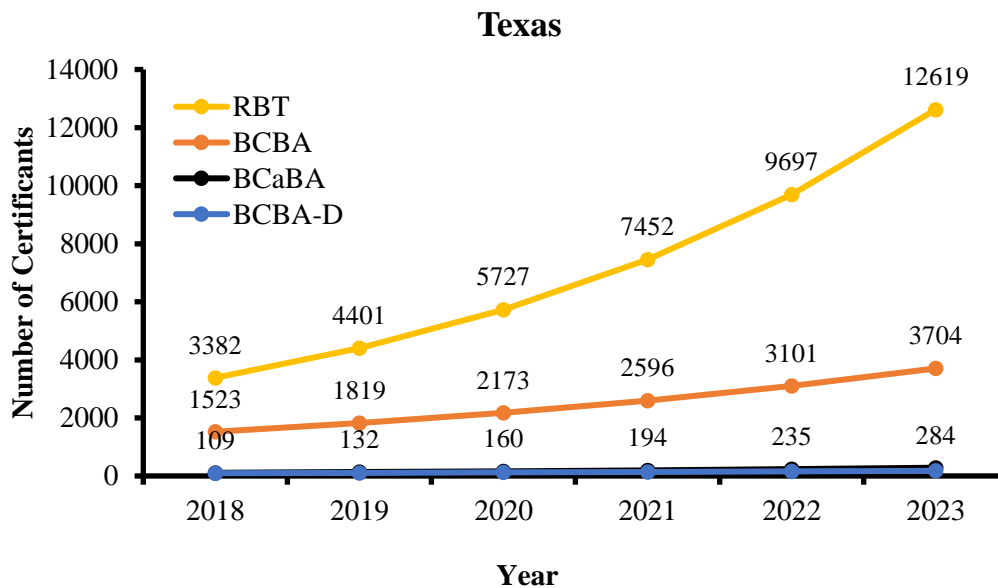


Figure 2. Projected BACB certificant growth, 2018-2023.

Despite the growth, there remain massively underserved areas in Texas. The majority of certificants are in and around the “Texas Triangle” (DFW, Houston, and San Antonio/Austin). Figure 3 depicts the number of BCBA-Ds, BCBAAs, and BCaBAs by zip code. This figure was created using anonymous 2020 data from 7,576 certificants.

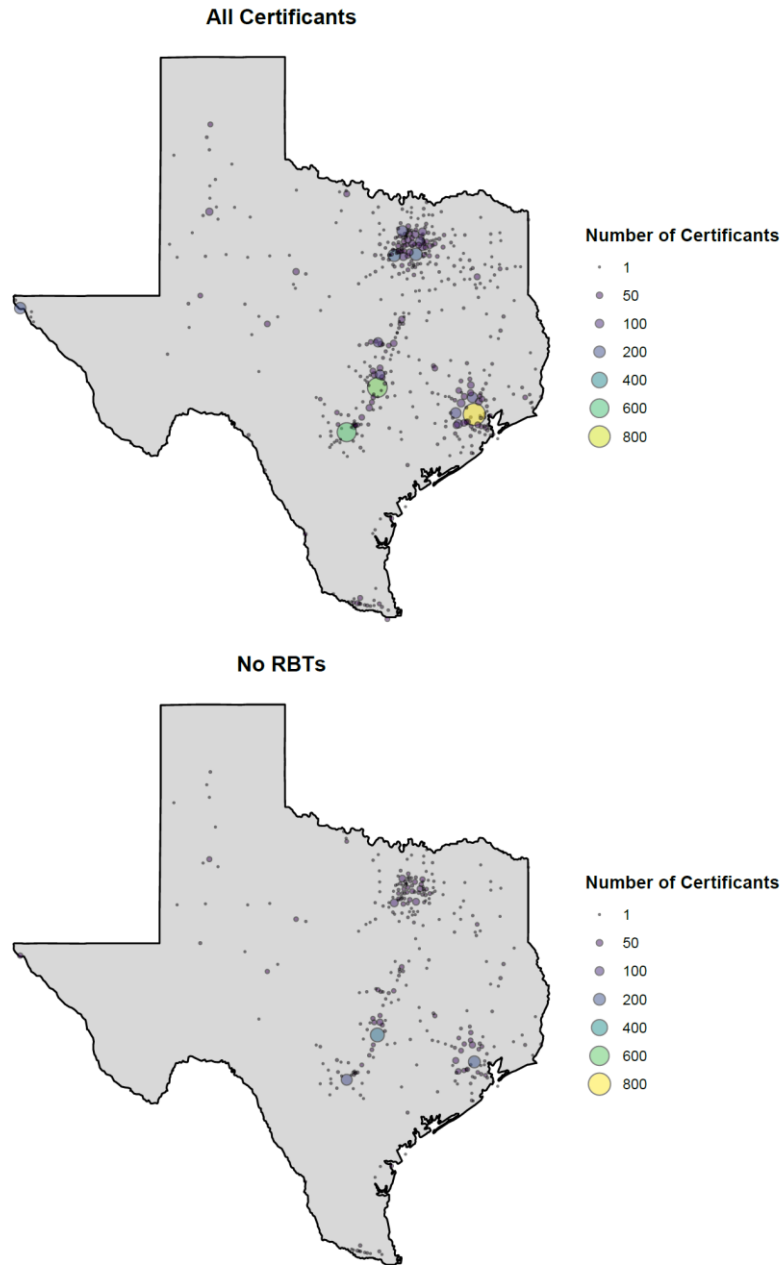


Figure 3. Number of BACB certificants (BCBA-D, BCBA, BCaBA, and RBT) by city. Data were created using anonymous 2020 data (as of July 10, 2020) and consist of 7,576 certificants.

Considering this tremendous growth, the TxABA executive council (EC) decided to create a second strategic plan in order to outline a strategy to properly meet the needs of behavior analysts and its members in Texas. The first step in the development of this plan was to contact the current TxABA membership with a survey regarding what they believe the priorities of TxABA should be – 87 (7.73%) members responded. Figure 4 depicts the top 9 priorities ordered left to right by the proportion of members who ranked that item as a high priority.

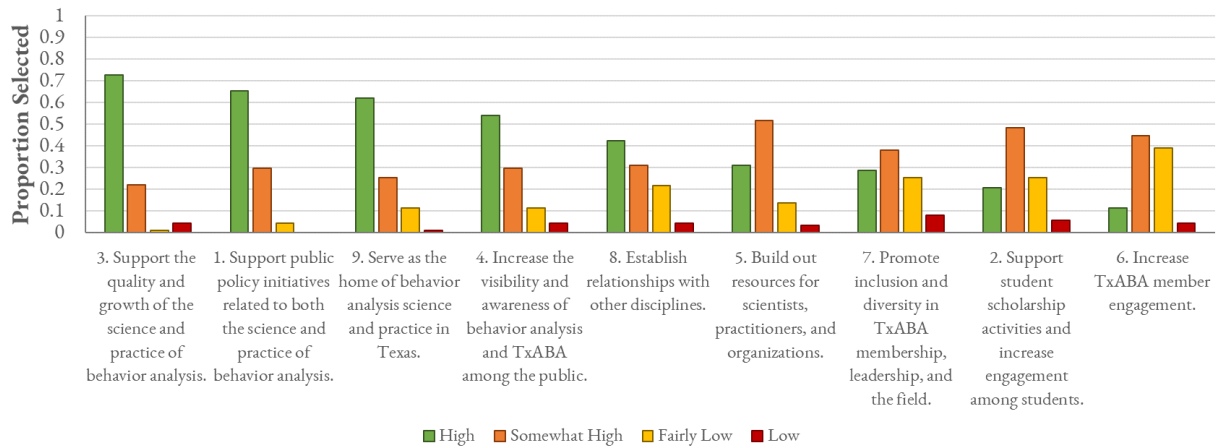


Figure 4. Top nine TxABA member priorities ordered left to right by the proportion of members who ranked that item as a high priority.

After this, the executive council met in San Antonio, TX on August 6, 2019 to discuss a second strategic plan. The outcomes of this meeting were:

- An outline the top five long-term priorities of the organization
- A refined mission statement

Prior to this meeting, TxABA's mission was:

To advance the science and application of behavior analysis to improve the world in which we live. To that end, TxABA strives to disseminate knowledge from the science of behavior analysis to the public and to professional behavior analysts working in Texas and its neighboring states.

The executive council refined the mission to the following:

The mission of the Texas Association for Behavior Analysis (TxABA) is to advance the science and application of behavior analysis to improve the world in which we live by disseminating knowledge from the science and providing resources to the behavior analytic community and the public in Texas in an ethical and high-quality manner.

The executive council has met monthly since August, 2019 to fill in the details of the strategic plan. This plan, detailed throughout the rest of this document, is designed to describe the goals, objectives, and activities of the executive council and its committees 2020 – 2023.

Long-Term Strategic Objectives

During the August 6, 2019 strategic planning session, the TxABA executive council identified the top five long-term strategic objectives on which it will focus. These objectives were selected based on the results of the member survey and the ensuing discussion in the August 6 meeting.

1. Develop the organizational infrastructure for committees, special interest groups (SIGs), the executive council, and administration.

Develop behavioral systems and organizational infrastructure (committees, SIGs, administration, and executive council) to ensure the sustainability of the organization by proposing new committees; creating policies, procedures, and guidelines; and clarifying positional roles and responsibilities to assist the organization in efficiently achieving strategic plan goals.

2. Refine the relationship between TxABA and the TxABA Public Policy Group (PPG)

Develop long term relationship, reporting, and procedures for communication between TxABA EC and TxABA PPG.

3. Support the quality and growth of the science and practice of behavior analysis through expansion of funding opportunities for science, practice, and research, and through the expansion of service offerings beyond the annual conference.

To increase the feasibility of research, and practice aimed toward the advancement of the science, diversification, and access of services, TxABA will pursue opportunities to increase revenue generation to the purpose of developing channels for new researchers and practitioners to pursue goals in line with the mission of TxABA. In addition, to increase the level of service provided to TxABA members, TxABA will develop and provide additional educational opportunities across multiple platforms for constituents of TxABA, consumers of behavior analytic services, and local community members at-large to facilitate professional development and promote the overall dissemination of behavior analysis throughout the state of Texas.



4. Increase the visibility and awareness of behavior analysis and TxABA among the public.

Develop materials and events designed to disseminate and advance the knowledge of behavior analysis and TxABA amongst the general Texas public; and support the expansion of the organization, and impact and diversity of the services it provides.

5. TxABA will engage in activities that promote diversity, inclusion, and equity as it pertains to its members, constituents, and conference attendees.

This will be accomplished by strengthening the infrastructure of TXABA through the establishment of a committee dedicated to this mission. The committee will focus on developing and instituting policies and procedures that engender equitable, diverse, and inclusive treatment of its council members, organization members, constituents, and any party or person who interacts with the organization.

Table 1 on the next two pages displays a summary of this information along with measurable indicators of success for each objective.



Table 1. Summary of five strategic priorities and the success indicators for each.

Strategic Objective	Develop the organizational infrastructure for committees, special interest groups (SIGs), the executive council, and administration.	Refine the relationship between TxABA and the TxABA Public Policy Group (PPG)	Support the quality and growth through expansion of funding opportunities and service offerings beyond the annual conference.	Increase the visibility and awareness of behavior analysis and TxABA among the public	Engage in activities that promote diversity, inclusion, and equity as it pertains to its members, constituents, and conference attendees
Success Indicators	<ul style="list-style-type: none"> • A revised set of bylaws that has the consensus of the EC and majority agreement from general membership • Transition plans produced for ED, ST, and presidents • Policies and procedures for ED, EC, committees, and SIGs developed, approved, and adhered to with fidelity • EC handbook developed and provided to council members annually prior to annual TxABA conference • Evaluation tools developed for ED, EC, committees, and SIGs • Evaluation tools implemented and used to make data-based changes as required 	<ul style="list-style-type: none"> • Executive director or designee attends 80% or more of PPG Officers' meetings • President or EC designee attended all PPG advisory committee meetings and sends meeting summaries to EC within 1 week • EC obtained documents from the PIDC and PPG defining the relationship between the PIDC and PPG • EC obtained biennial legislative priorities documents from PPG for review and info prior to each legislative session • EC obtained quarterly lobbyist reports from PPG for review and info • PPG sent EC annual report at least four weeks prior to TxABA annual conference • EC communicated developments with PPG priorities and activities to TxABA members as needed 	<ul style="list-style-type: none"> • TxABA established a Grant and Funding (G&F) Committee • G&F Committee meets annual funding goals • G&F established at least two grants with clear guidelines and descriptions • G&F awarded at least two additional grants (besides Kopp and TxABA Student Scholarships) • Number of applications for grants increased each year • Number of attendees, net revenue, and event ratings increased for non-annual conference events • Offered min. of one in-person event hosted in an area distant from the annual conference location • Offered min. of two live webinars – one for RBTs/students and another on advanced topics 	<ul style="list-style-type: none"> • Establish and review guidelines for TxABA sponsored webinars • Establish and review guidelines for TxABA sponsored community outreach events • Establish committee responsible for the organization and oversight of SIG hosted webinars and community outreach events • Create guidelines and template for bi-annual newsletters • Increase and expand presence on social media • Invite local newspapers and new stations to highlight the TxABA conference • Host at least two SIG/sister organization webinars annually • Two TxABA/SIG sponsored community outreach events 	<ul style="list-style-type: none"> • TxABA diversity workgroup creates a charter to establish an EDIE committee • TxABA establishes an EDIE committee • Minimum of two presentations at the Annual TxABA Conference related to social or culturally relevant topics • Creates outreach program dedicated to encouraging diversity in TxABA leadership • Created minority scholarship for graduate students • Created research scholarship for graduate students working on projects/research dedicated to diversity and inclusion • Created scholarships for behavior analysts working on projects or research dedicated to diversity and inclusion



Table 2 (continued). Summary of five strategic priorities and the success indicators for each.

Strategic Objective	Develop the organizational infrastructure for committees, special interest groups (SIGs), the executive council, and administration.	Refine the relationship between TxABA and the TxABA Public Policy Group (PPG)	Support the quality and growth through expansion of funding opportunities and service offerings beyond the annual conference.	Increase the visibility and awareness of behavior analysis and TxABA among the public	Engage in activities that promote diversity, inclusion, and equity as it pertains to its members, constituents, and conference attendees
Success Indicators (continued)		<ul style="list-style-type: none"> • EC annually reviewed and appointed elected PPG officers • TxABA provided grant to PPG that adhered to legal and ethical guidelines 	<ul style="list-style-type: none"> • Viewing of video archive of select presentations at annual conference increased annually • EC appointed ambassadors attended min. of two local, non-BA events each year, established novel contacts, and reported info/ideas to EC • Developed and disseminated info about ABA intervention services to physicians and auxiliary professionals during autism awareness month • Curated and disseminated educational resources that are publicly available 	<ul style="list-style-type: none"> • Two TxABA newsletters sent out 	<ul style="list-style-type: none"> • TxABA hosted or co-hosted events will achieve EDIE standards as measured by earning a minimum of 95% on a scorecard of standards • Created a scholarship for services dissemination • TxABA policies, procedures, funding, and organizational practices are developed in collaboration with the EDIE committee to achieve EDIE standards as measured by earning a minimum of 95% on a scorecard of standards

Short-Term Goals

After identifying the long-term priorities and their respective success indicators, the EC developed short-term goals for each priority. The tables below list the short-term goals for each priority and the years in which each priority will be pursued.

Strategic Priority #1: Develop the organizational infrastructure for committees, special interest groups (SIGs), the executive council, and administration.

Short-Term Goals	Year 1 2020 – 2021	Year 2 2021 – 2022	Year 3 2022 – 2023
Develop EC orientation manual and measure its impact on EC performance	✓	✓	✓
Develop administrative and EC policies and procedures	✓	✓	
Develop and implement annual EC evaluation process	✓	✓	✓
Develop annual report to disseminate to members by July 1		✓	✓
Develop policies and procedures for committees	✓	✓	
Develop plan to increase committee involvement and membership	✓	✓	✓
Develop policies and procedures for SIGs	✓	✓	
Review and update by-laws		✓	✓
Develop transition plan for presidents, ED, and secretary-treasurer		✓	
Develop risk management and risk evaluation plan		✓	✓



Strategic Priority #2: Refine the relationship between TxABA and the TxABA Public Policy Group (PPG)

Short-Term Goals	Year 1 2020 – 2021	Year 2 2021 – 2022	Year 3 2022 – 2023
Will provide information about TxABA PPG including required reporting and annual elected officer approval within EC training packet and measure its impact on EC knowledge of PPG and mission		✓	
Will retain PPG operating procedures and include information within EC policies and procedures	✓		
Following receipt of PPG annual report, EC will produce and send annual feedback letter from TxABA EC to PPG regarding performance and activities		✓	✓
Will communicate goals and set deadline for PIDC chair and PPG president to submit documents defining the relationship between PIDC and PPG		✓	
Will review legal and ethical guidelines and re-assess annually the amount of financial assistance TxABA provides to PPG for lobbyist.	✓	✓	✓
Will define the recommendation for overlap and/or restrictions for overlap between positions on EC and as PPG Officers.		✓	

Strategic Priority #3: Support the quality and growth of the science and practice of behavior analysis through expansion of funding opportunities for science, practice, and research, and through the expansion of service offerings beyond the annual conference.

Short-Term Goals	Year 1 2020 – 2021	Year 2 2021 – 2022	Year 3 2022 – 2023
EC identifies TxABA priorities for early career research and practice (ECRP) support	✓		
Establish a Grants and Funding Committee	✓	✓	
Identify funding mechanisms, including granting agencies, appropriate for TxABA	✓	✓	
Apply for two grants		✓	✓
EC will develop a funding mechanism and description for ECRP support in collaboration with the committee		✓	
Call for applications for grants are sent out			✓
ECRP grant(s) are awarded (announced at the annual conference)			✓
Increase the number of supporting/sustaining members		✓	✓
Work with SIG Committee to host a minimum of two webinars (minimum of one for RBT, one advanced)		✓	✓
Appoint two ambassadors annually to attend non-BA events; report information and at least one novel contact.		✓	✓
Develop and present informational packet about ABA to at least one physician group and auxiliary professional group.		✓	✓
Develop four informative graphics/articles/presentations to be presented on TxABA social media platforms.		✓	✓
Develop archive of select presentation and make available on TxABA website.		✓	✓
Measure baseline viewings of TxABA archived presentations and work with Executive Director and ACE Coordinator to increase annual viewings.		✓	✓



Strategic Priority #4: Increase the visibility and awareness of behavior analysis and TxABA among the public.

Short-Term Goals	Year 1 2020 – 2021	Year 2 2021 – 2022	Year 3 2022 – 2023
Will establish a Promoting Engagement Committee	✓	✓	
Will appoint a minimum of three Promoting Engagement Committee officers	✓	✓	
Establish guidelines and objectives for the newsletter		✓	✓
Will publish bi-annual newsletter		✓	✓
Establish guidelines for TxABA hosted SIG webinars		✓	
Host at least two SIG webinars		✓	✓
Outline guidelines and mission for a TxABA YouTube channel	✓	✓	
Launch YouTube channel		✓	
Post video advertising the conference		✓	✓
Post video to highlight the conference		✓	✓
Explore and present recommendations for additional media platforms to EC		✓	✓
Research and present baseline data on frequency of media engagement activities		✓	
Research and present data on recommended goals for frequency of media engagement activities		✓	
Develop and reach measurable goal for media presence and present to EC		✓	✓
Measure baseline, set and reach outcome goal for constituent engagement as indicated by multidimensional feedback (i.e., likes, comments, views, clicks)		✓	✓
Measure baseline, set and reach outcome goal increased attendance at our conference and other TxABA events.		✓	✓



Strategic Priority #5: TxABA will engage in activities that promote diversity, inclusion, and equity as it pertains to its members, constituents, and conference attendees.

Short-Term Goals	Year 1 2020 – 2021	Year 2 2021 – 2022	Year 3 2022 – 2023
Develop TxABA EDIE Committee	✓	✓	
Develop committee training and policy manual	✓	✓	
Develop committee policies and procedures	✓	✓	
Develop policies and procedures for student representative	✓	✓	
Develop scholarship subcommittee that works with the grant committee	✓	✓	
Develop criteria to evaluate conference and event & venues standards to ensure they follow EDIE committee guidelines for promoting diversity.	✓	✓	
Develop criteria to evaluate TxABA policies, procedures, and events to ensure they promote EDIE	✓	✓	
Develop outreach plan/program for leadership positions in TxABA		✓	✓



Implementation

The final step in the strategic plan is to implement it. The short-term goals above are too general to implement directly. Therefore, the Executive Council will do the following in pursuit of the stated goals in this document:

- Develop specific action plans and timelines for each stated short-term goal
- Recruit TxABA members within and outside the Executive Council to work on said action plans and serve in formal committee or subcommittee roles as needed³
- Monitor progress on each action plan & goal, and report such progress to the Executive Council and within established working groups or committees
- The Executive Council will continue to meet monthly to report on and monitor progress towards the stated goals. Similarly, working groups and committees will begin to meet on regular schedules to make progress on developed action plans
- A public version of the strategic plan will be provided to the public on TxABA's website, and the existence of said document will be communicated to the public via email and social media
- A report of progress will be presented annually during the business meeting at the spring TxABA conference
- The TxABA Executive Council will review and reevaluate the strategic plan at an annual in-person meeting in August, or virtual meeting if it is unsafe to meet in-person
- As the three-year period defined by this document will pass quickly, the TxABA Executive Council will plan to develop another strategic plan, starting with a member survey, beginning in the spring and summer 2023

³ We expect that much of the work required to accomplish the stated goals will be done within the context of TxABA's committees, including those that will be created through this strategic plan. Therefore, it is imperative that TxABA identify qualified motivated individuals to serve in any committee roles that are developed.

